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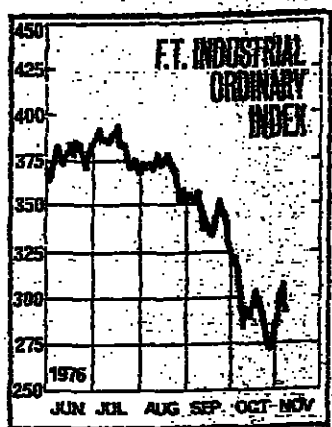
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NEWS SUMMARY

Equities off 17; Its down

Stock market fell heavily because of renewed uncertainty about the U.K. economic outlook. The Financial Times Industrial Ordinary Share Index lost 17 points to 391.0. The FT Government Index lost 0.67 at a late trading lull. The effective depreciation of the pound stood up relatively well, ending the day at 1.20 cent. The effective depreciation of the pound stood up relatively well, ending the day at 1.20 cent.



RAL
Fighting reported in Angola

Fighting involving thousands of troops and heavy artillery was reported in southern Angola. The fighting was reported in southern Angola. The fighting was reported in southern Angola.

man loses 1,000 award
The award was given to a man who had lost 1,000 pounds. The award was given to a man who had lost 1,000 pounds.

ke puzzle
The puzzle was a key to a puzzle. The puzzle was a key to a puzzle.

ly
The ly was a ly. The ly was a ly.

F PRICE CHANGES YESTERDAY
In pence unless otherwise indicated.
Wagon 154 + 21
Hawker Siddeley 380 - 16
ICI 285 - 10
Ladbroke 784 - 7
Land Sec. 107 - 8
Lucas Inds. 24 - 8
Lyons (T) 77 - 7
Marks & Spencer 69 - 6
Martins 99 - 9
Morgan-Grampian 96 - 8
Plessey 35 - 3
Reed Int'l 234 - 14
Royal Inds. 234 - 14
Tate and Lyle 216 - 12
Thomson Org. 322 - 16
Unilever 652 - 24
Widley 379 - 23
Woolworth 205 - 15

Government wins shipbuilding vote by majority of one

BY RICHARD EVANS, LOBBY EDITOR

The Bill nationalising the major sections of the aircraft and shipbuilding industries was guillotined in the Commons last night by a one-vote Government majority against the combined opposition of the Conservatives and all minor parties.

The Government's battle to push the legislation on to the Statute Book this session is far from over, though. There were growing indications last night that the Tory peers are preparing to stand firm when the Bill returns to the Upper House. The Bill, together with the four other contentious measures, was guillotined yesterday, will now be debated by the Commons this week and next, when the Government will seek to delete all the major amendments inserted by the Lords.

EEC ready to help with extra aid, says Healey

BY GUY DE JONQUIERES, COMMON MARKET CORRESPONDENT

MR. DEMIS HEALEY, Chancellor of the Exchequer, said today that all Britain's Common Market partners had expressed their willingness to help, either individually or collectively, in providing the U.K. with financial aid beyond the \$3.9bn, which it is seeking from the International Monetary Fund.

JFB in £3.7m. bid for Dunford

BY OUR CITY STAFF

A DRAMATIC bid battle for control of one of Britain's leading private-sector steel companies, Dunford and Elliott, loomed last night after Johnson Firth Brown, another prominent Sheffield steel concern, announced an unexpected takeover offer worth £3.7m. for the company.

Rhodesia chairman back in London

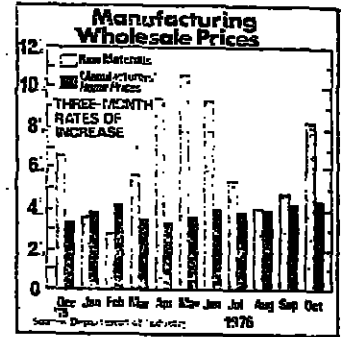
By Bridget Bloom, Africa Correspondent

GENEVA, Nov. 8. MR. IVOR RICHARD, the Rhodesia conference chairman, returned to London tonight for consultations with the Government. In an urgent bid to end the week-long conference deadlock.

Industry raw material costs up 4 1/2%

BY PETER RIDDELL, ECONOMICS CORRESPONDENT

THE COST of industry's raw materials rose by 4 1/2 per cent. last month following a 3 1/2 per cent. increase in September, directly as a result of the fall in sterling.



This underlines the recent warnings about future inflation from the Price Commission and the gloomy projections for next year indicated by the official forecasts. These are now being discussed in detail by the Treasury with the International Monetary Fund negotiating team.

Days of festivities in South America

South America. Where festivals and carnivals are part of the way of life.

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Where else can you spend one day visiting the highest capital city in the world, and the next crossing the highest navigable lake in the world by hydrofoil?

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LOMBARD

Mr. Jim Kettle vs. Sir James Pott

BY ANTHONY HARRIS

WHEN THE Prime Minister boasts on television of the fact that some of the policies he is now adopting are against the taste of certain officials in the Treasury and the Bank of England, while the Chancellor promises to look into "serious" charges by Mr. John Pott that some Treasury officials are engaged in political sabotage, things have reached a decidedly ugly pass. I am very far indeed from believing that everything that any official has ever done or advised is the perfection of wisdom, but it is impossible for Ministers to be right when some officials are wrong—indeed, I think that Mr. Callaghan is very belatedly right to insist on trying to fund the sterling balance. But disagreement is a very different thing from distrust, and learning from mistakes is not the same thing as thinking up all-purpose alibis. Ministers will do nothing at all for confidence or even for their own reputations by insulting their official advisers: nor are better policies made like this.

Incompatible

There are really two quite different accusations made against officials, and both of them have a certain plausibility at first sight, although they are largely incompatible. Officials are accused both of bumbling incompetence and of Machiavellian subtlety. The accusations of incompetence are grounded in a whole series of nasty accidents in the City market and in the foreign exchange markets. Alternatively, they are accused of engineering these nasty accidents in order to force Ministers to abandon policies of which the officials disapprove and to submit themselves to the discipline of the markets and of the International Monetary Fund.

In a word, then, Ministerial distrust of officials is based on the belief that officials do not trust Ministers.

Quite right too, you may think, and I believe that it is true that there are times when some officials do resist policies which they see as simply postponing necessary but unpleasant decisions.

However, this is not at all the same as believing that there is a plot. An official can argue, in private, as hard as he likes; if he argues that a given policy will only buy time, and at an unacceptable cost, he is not sabotaging policy, but doing one of the

things he is paid to do. So the Machiavellian accusation suggests that some officials have not been as blunt as they might have been in explaining their advice. The accusation is essentially one of deviousness.

How true are any of these accusations?

It is certainly true that some senior officials in both the Treasury and the Bank disapprove of a good deal of what the Government wishes to do, but there are equally some senior officials who broadly support the Government, and with some enthusiasm. This is always so, under any Government.

What is perhaps more unusual in the present administration is that Ministers themselves disapprove of a good many of the policies to which they are committed. It is actually much harder to give blunt advice to a Minister who is known to be engaged in what he may regard as necessary hypocrisy than to educate one who is thought to be simply misguided. If you doubt this, just try drafting a memo to a Minister persuading him that the political reasons he is planning to pay is excessive. It is very hard to do without being offensive. Hypocrisy breeds hypocrisy.

Short-sighted

I suspect that a good deal of the trouble started here; but a second major cause of the present distrust is that in the first two years of the Labour administration, officials were only too willing to help Ministers to carry out unwise policies. The piling up of the sterling balances in 1974, the imitations of the Grand Old Duke of York in the gilt market at a time of raging inflation were just the kind of short-sighted devices which officials ought properly to have resisted, and didn't.

It is not easy now to admit how disastrous these mistakes were (not even for officials who can say "I did warn you, you know"). It is very hard to write a memo which says in effect "We did our best, but in the end we were paying the price." Yet this is the kind of thing that needs to be said and admitted if sound standing and trust is to be restored between Ministers and senior economic officials. If it isn't soon done, and in private, our troubles are even worse than they look.

RACING

BY DOMINIC WIGAN

Repeat success for Oranmore

TRAINER-JOCKEY Ron Atkins (Ezra), may well find the lightly-raced Bob Jones his toughest rival. After the Doug Barrott Hurdle, Chris Read's mount did well to run the highly-rated Shackle Sun to three lengths in a division of the Waterloo.

FOLKESTONE
1.15 Father Figure
1.45 Old Smokey
2.15 Sharp
2.45 Old Main Dimple
3.15 Oranmore
3.45 Kybo

NEXHAM
1.00 Exbury
2.00 Gt. Acre
2.30 Brindley

Novices' Hurdle after a bad mistake at the last. That out, his first for two seasons, will have brought Bob Jones on considerably, and he should make his presence felt. A second possible winner for Atkins is the outside rider, Sweet Romance, whom he partners in the Biddenden Selling Hurdle. This eight-year-old bay horse

has run respectably on both his appearances over the minor obstacles, finishing runner-up to Harry's Fizzle at Market Rasen before putting up much the same performance when fifth in the strongest company at Plumpton a fortnight ago.

Although he seems likely to make the frame, I suspect that both Old Smokey and Census will prove just too good for Sweet Romance. The first-named is only five pounds worse off for the 15 lengths by which he beat Sweet Romance at Plumpton, while Census was not disgraced when going down to Ezra and Rally Driver in a similar event at Taunton. In a tricky event the rejuvenated Old Smokey is given the vote.

John Francome, who rides Old Smokey, can further boost his jockey's championship bid through Old Main Dimple in the Herstoncove Novices' Chase. This extremely sharp rider put on a promising display, fencing when running well for a long way behind Never Rock in a division of the Naisworth Novices' Chase at Wincanton towards the end of last month.

SALEROOM

BY ANTONY THORNCROFT

Stravinsky 'ballet' disappoints

A FASCINATING sale of musical manuscripts and the like at Sotheby's yesterday was somewhat marred by the failure to dispose of the Star attraction. This was Stravinsky's autographed manuscript of his ballet *Agon*, bought in at £24,000, about half its expected price.

This apart, the auction totalled £56,179 with some good results. One of the earliest books about music, Pietro Aron's *Thoscanella da Musica*, published in Venice in 1523 with a full-page woodcut of Aron and pupils, was bought by the London dealer Haas for £5,000 (plus 10 per cent. buyer's premium), well above the £1,500-£2,000 estimate.

Haas also paid £2,600 for a collection of Venetian first editions of music of about the same period. This lot had been modestly forecast to go for £500-£750.

Macnutt gave £1,800, double the forecast, for an autograph manuscript of Aron's opera *Eliza*, while Marlborough Rare Books paid above expectations, with its £1,600 for Feuille's *Recueil de Dances*, published in 1704.

A more interesting price was the £500 for a fan signed by Sullivan, Paderewski, Parry, Raffé, Millais, Tisot, and other figures of the late Victorian art world.

An album signed by habitués of the famous restaurant *Le Moulin d'Or*, with a woman's head drawn by Cocteau, and autographs of Darius, Montgomery, Karloff, Wolfe, Welles, Guinness, Chevalier, Redgrave, and Fonteyn, went for £130.

Christie's completed the sixth and final part of the Ko collection of snuff bottles. Ko was the Chinese name for an English Customs officer who, during his stay in China between 1820 and 1843, bought over 1,000 snuff bottles.

Collectors' items

These have now become collector's items, yesterday's auction adding £23,737 for a grand total of £140,425. Bidding was keen and the items were 98.5 per cent. sold.

There were no outstanding items, but Stevens of Tokyo paid £350 (£120-£150 estimate) for a white jade bottle with an apple green stopper.

The Hong Kong burer Sung gave the same price for a Szechuan-style blue grey bottle. He also acquired a mottled dark grey bottle for £750 and an inscribed painted glass, signed Yeh Li-wei, for £550.

FILM AND VIDEO

BY JOHN CHITTO

Art and the computer

A NEW tool for the film and television industries has been vanishingly established. It is self over the past decade. The computer, specifically, has been known in the industry as a tool for the animated film-maker.

At the BBC and elsewhere, the processing of old movies by computer has proved its image quality, even "stretching" speech to make it run longer without altering its pitch.

This emerged at a conference held by Imperial College, London, surveying the range of applications for computers in film and television. The same facilities now seem essential, especially in building a bridge between traditional concepts of alphanumeric communication and the more intangible language of visual communication.

Assistance

The labour-intensive, time-consuming craft of the animated film-maker was one of the first to embrace the use of the computer. The production of a film involves the creation of thousands of drawings on celluloid (cels), often fully with fractional adjustments to each as the means of building up a sequence of movement.

The drawing of cels between the start and end of a movement is called in-betweening—is a job that can now be done by computer. The tracing of the first drawing made by an artist can be fed, as X and Y co-ordinates, into a computer—likewise the last drawing—and the full range of steps in between can be retrieved as an output, either on a television screen or a plotter which actually traces each drawing automatically.

Some idea of the potential assistance can be gathered from the statistics provided by Mr. John Hals, one of the speakers at the conference, who with his wife made the first British full-length cartoon feature film, *Animal Farm*—involving 250,000 individual drawings when the computer could ease pressed. Similar technologies

are now making it possible to produce a visual output which animators can synchronise lip movement to the speech.

Other instances where computer does jobs which by other means include: the inherent quality of space pictures, especially sharpness, colour, and contrast. These are all up by computer process. American company in this, Image Training, recently subjected a number of original photographs to a similar process—improving original quality and contrast.

Choreography

Another unusual use has been the way in which computers have been used to write the choreography for a ballet, including movements. Videotape by this process was free of the usual computer art—no dot human beings still had the actual performance.

The is an over-riding behind this current interest. Stan Haykal, Britain's best known animation—specialist scriptwriter—is press for a co-ordinated programme, established in which can serve the film and industries at a national level. This would be a simple data—such as a availability of technical human resources, a programme information access to budgeting and in the longer term, help to rationalise the use of resources.

Surprises For many delegates at the recent conference, there were surprises at the hard reality of some progress made. One certain stopper was the blind technician at the National Physical Laboratory, which produces a form of speech to identify numbers and functions when the different keys are pressed. Similar technologies

APPOINTMENTS

J. Hendin joins 600 Group

Mr. J. R. Hendin has been appointed a non-executive director of the 600 GROUP. Mr. Hendin is assistant managing director of Vickers' and chairman and chief executive of its engineering group.

Mr. Gibson Gray has been appointed a vice-president of the World Bank Division of the BANK OF AMERICA and will be responsible for consolidating and developing financial services of the division from the New York office. He has also been appointed a director of Bank of America International, the bank's London-based subsidiary, banking and financial services.

Mr. Gray was previously a director of Hill Samuel and Co. and executive vice-president of its New York subsidiary Hill Samuel Incorporated.

Vice-Admiral A. G. Tait is to be Second Sea Lord and Chief of Naval Personnel in February 1977 in succession to Admiral Sir David Williams.

Mr. John B. Newsom has been appointed a director and general manager of CAPITAL REPRISE, a new company set up to provide sales management of Graphic Systems International.

Mr. Harold Glover will be retiring from the public service on January 31. He will be succeeded as Controller of HER MAJESTY'S STATIONERY OFFICE and as the Queen's Printer of Acts of Parliament by Mr. Bernard Thibault, at present an under-secretary and principal establishment and finance officer in the Civil Services Department. The post of Controller of HMSO is at deputy secretary level.

The following appointments have been made as part of the restructuring of the merchandising division of INTERNATIONAL MOUNTAIN CORPORATION. Mr. Clayton (a director of International Mountain) has been made chief executive and Mr. John Lilley, assistant chief executive, of International Mountain, will return to Barclays Bank International to succeed Mr. Cockburn as Controller of Barclays Bank International.

Mr. E. E. Ames is to take up a newly-created post of senior executive adviser and secretary for affairs of ROLLS-ROYCE MOTORS INTERNATIONAL in January. He will be based in the U.S.

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European Group of Guaranty for its business Spain, Portugal and G.O.

Mr. M. A. Sinclair has been re-elected chairman BRITISH SHIP ASSOCIATION, Mr. chairman of Scott Ltd.

Mr. R. G. Newman, partner of ROWE MAN HURST-BROWN, a business on December.

Two newly-created appointments at the headquarters of CONOC SEA INC. are Mr. Dew as vice-president and manager, Murchison, Mr. Tom Ware as project director.

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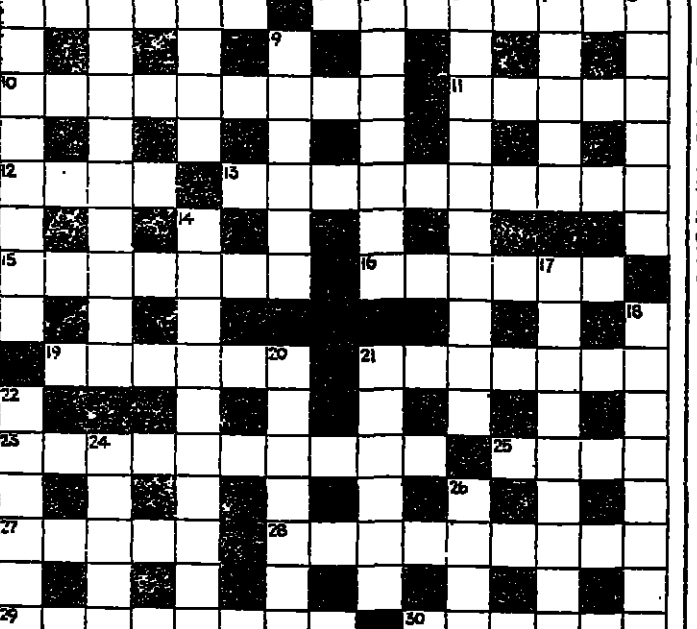
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Tv Radio

† Indicates programme in black and white.

BBC 1
9.35 a.m. For Schools, Colleges.
12.45 p.m. News. 1.00 Pebble Mill.
1.45 Mary, Mungo and Midge. 2.00 You and Me. 2.14 For Schools, Colleges. 2.20 Pet. El. Denny. 2.35 Regional News (except London). 2.55 Play School. 3.00 Huckleberry Hound. 4.25 Jackanory. 4.40 Animal Magic. 5.00 John Craven's Newsround. 5.10 The Great Game. 7.10 Ape Show. 7.55 Ivor the Engine.

F.T. CROSSWORD PUZZLE No. 3,230



ACROSS
1 Spot very quietly in the valley (6)
4 Charges a fellow with appointments (5)
10 Ideal girl from the Meat Board (5-4)
11 "Creeping like — unwilling to school" (AYLI) (5)
12 Cheeky fellow (4)
13 The Prince has not returned to the dance (10)
15 Periodical—it's in the wind (7)
16 Infer some French dictator (6)
19 Designs and the rest he's after (6)
21 "For words, like Nature, half reveal and half — the soul within" (Tennyson) (7)
23 Give an example—for a change it's all true (10)
25 A college servant for captain (4)
27 A country paper (5)
28 Attempt to clear—the black sheep? (9)
29 Proverbially equivalent is enough (2, 1, 5)
30 Mean to intend possibly (6)

DOWN
1 Taken off the Channel in-duced (8)
2 Nearly everyone gets in to forestal what is common (9)
3 Graduate up in record source of light (4)
6 Girl in the Services worn out with her clothes on (7)

SOLUTION TO PUZZLE No. 3,229
ACROSS
1. HIDEOUT
4. CHARGES
10. MEAT
11. CREEPING
12. CHEEKY
13. PRINCE
15. PERIODICAL
16. INFERR
19. DESIGNS
21. FORTH
23. GIVE
25. COLLEGE
27. COUNTRY
28. ATTEMPT
29. EQUIVALENT
30. MEANT
DOWN
1. TAKEN
2. FORESTAL
3. GRADUATE
6. GIRL
7. CLOTHES

World. 11.40 News and Weather for Wales.

Scotland—5.55-6.40 p.m. Reporting Scotland. 6.40-7.10 The Songs of Scotland. 11.40 News and Weather for Scotland.

Northern Ireland—3.35-3.55 p.m. Northern Ireland News. 6.40-7.10 Sounding Voices. 3.30-4.00 Spotlight on Northern Ireland Affairs. 11.15 Mastermind. 11.45 Signs of Trouble. 12.10 a.m. News and Weather for Northern Ireland.

England—3.45-4.40 p.m. Look North (from Midlands To-day) (from Birmingham); Look East (from Norwich); Points West (from Bristol); South To-day (from Southampton); Spotlight South-West (from Plymouth); 6.40-7.10 North (from Leeds); Close Up North; North-West (from Manchester); Atarah's Band; North-East (from Newcastle); Look Closer Midlands (from Birmingham); Music Makers; West (from Bristol); The Quiz Game; South-West (from Plymouth); Peninsula; South (from Southampton); Success Story; South-East (from Norwich) The Tuesday Music Show.

BBC 2
11.00 a.m. Play School.
2.30 p.m. Trade Union Studies.
3.30 Inside the News.
3.50 Peter Donaldson's Illustrated Economics.
7.00 News on 2 Headlines.
7.05 Zorabanda.
7.30 Newsday.
8.15 Floodlit Rugby League for the BBC 2 Trophy: Leeds v. Castleford.
9.00 Oneupmanship.
9.30 The Water Margin.
10.15 Montreal Memories: 1976 Olympic Games.
11.00 Late News on 2.
11.15 The Old Grey Whistle Test.
11.55 Closedown: Peter Jeffrey reads "Jamaican Boy Refire" by A. S. J. Testemond.

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11.15 The Old Grey Whistle Test.
11.55 Closedown: Peter Jeffrey reads "Jamaican Boy Refire" by A. S. J. Testemond.

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2.30 p.m. Trade Union Studies.
3.30 Inside the News.
3.50 Peter Donaldson's Illustrated Economics.
7.00 News on 2 Headlines.
7.05 Zorabanda.
7.30 Newsday.
8.15 Floodlit Rugby League for the BBC 2 Trophy: Leeds v. Castleford.
9.00 Oneupmanship.
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LONDON

9.30 a.m. For Schools. 10.40 a.m. For Schools. 11.00 a.m. For Schools. 11.30 a.m. For Schools. 11.55 a.m. For Schools. 12.10 a.m. For Schools. 12.30 a.m. For Schools. 12.55 a.m. For Schools. 1.00 a.m. For Schools. 1.25 a.m. For Schools. 1.50 a.m. For Schools. 2.15 a.m. For Schools. 2.40 a.m. For Schools. 3.05 a.m. For Schools. 3.30 a.m. For Schools. 3.55 a.m. For Schools. 4.20 a.m. For Schools. 4.45 a.m. For Schools. 5.10 a.m. For Schools. 5.35 a.m. For Schools. 6.00 a.m. For Schools. 6.25 a.m. For Schools. 6.50 a.m. For Schools. 7.15 a.m. For Schools. 7.40 a.m. For Schools. 8.05 a.m. For Schools. 8.30 a.m. For Schools. 8.55 a.m. For Schools. 9.20 a.m. For Schools. 9.45 a.m. For Schools. 10.10 a.m. For Schools. 10.35 a.m. For Schools. 11.00 a.m. For Schools. 11.25 a.m. For Schools. 11.50 a.m. For Schools. 12.15 a.m. For Schools. 12.40 a.m. For Schools. 1.05 a.m. For Schools. 1.30 a.m. For Schools. 1.55 a.m. For Schools. 2.20 a.m. For Schools. 2.45 a.m. For Schools. 3.10 a.m. For Schools. 3.35 a.m. For Schools. 4.00 a.m. For Schools. 4.25 a.m. For Schools. 4.50 a.m. For Schools. 5.15 a.m. For Schools. 5.40 a.m. For Schools. 6.05 a.m. For Schools. 6.30 a.m. For Schools. 6.55 a.m. For Schools. 7.20 a.m. For Schools. 7.45 a.m. For Schools. 8.10 a.m. For Schools. 8.35 a.m. For Schools. 9.00 a.m. For Schools. 9.25 a.m. For Schools. 9.50 a.m. For Schools. 10.15 a.m. For Schools. 10.40 a.m. For Schools. 11.05 a.m. For Schools. 11.30 a.m. For Schools. 11.55 a.m. For Schools. 12.20 a.m. For Schools. 12.45 a.m. For Schools. 1.10 a.m. For Schools. 1.35 a.m. For Schools. 1.60 a.m. For Schools. 1.85 a.m. For Schools. 2.10 a.m. For Schools. 2.35 a.m. For Schools. 3.00 a.m. For Schools. 3.25 a.m. For Schools. 3.50 a.m. For Schools. 4.15 a.m. For Schools. 4.40 a.m. For Schools. 5.05 a.m. For Schools. 5.30 a.m. For Schools. 5.55 a.m. For Schools. 6.20 a.m. For Schools. 6.45 a.m. For Schools. 7.10 a.m. For Schools. 7.3

by DENYS SUTTON, Editor of Apollo

The Entertainment Guide is on Page 32



by ELIZABETH FORBES

by GEORGE OPPENHEIMER

Wh

We specialise in ball

We have done so supply nearly a fifth of which happens to manufacturing manufacturers

Some people feel so too vulnerable-to thoughts.

First, if you're in some 125 countries, another, elsewhere, n

Economic recession same cycle everywhere

Even within one compensate each other

by DOMINIC GILL

We specialise in ball
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supply nearly a fifth
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Some people feel
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by MAX LOPPERT

Some people feel so too vulnerable-to thoughts.

First, if you're in some 125 countries, v another, elsewhere, r

Economic recessio same cycle everywh

Even within one compensate each oth


by ANTONY THORNCROFT

We produce special bearings more than any other Swedish company. 40 per cent of the output is for production. Some 60 per cent of the group for other uses.

We make precision bearings. But a large part is sold for other uses.

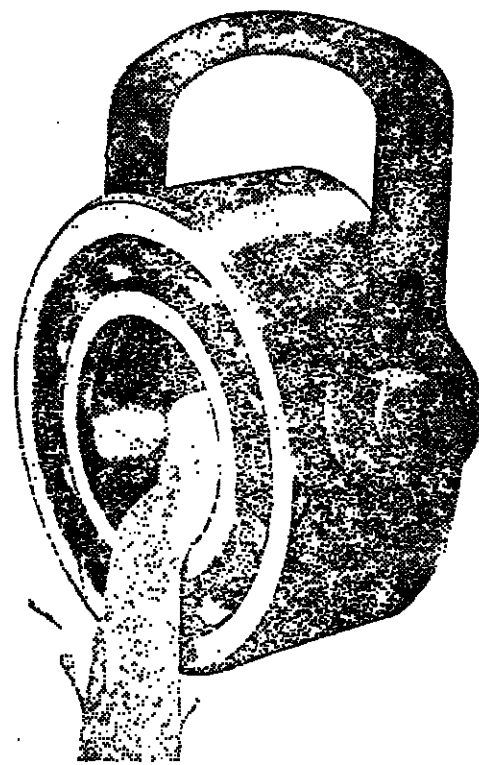
We make machine bearings. bearing production.

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A black and white photograph of a bottle of Delamare Cognac VSOP and a glass of cognac. The bottle is dark with a detailed label featuring a crest and the text 'COGNAC', 'VSOP', and 'Delamare'. Next to the bottle is a snifter glass partially filled with cognac. A small, dark object, possibly a cork or a piece of fruit, lies on the surface in front of the glass.

A black and white illustration featuring a glass of cognac on the left, a bottle of Delamain Cognac in the center, and a small decorative object, possibly a bell or a small statue, on the right. The bottle label is detailed with text including 'COGNAC PALE & DRY', 'CHAMPAGNE', and 'Delamain'. The background is dark and textured.

Now you can probably see a pattern.



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EUROPEAN NEWS

Crédit Agricole to buy Château Margaux

By Robert Mauthner

PARIS, N

CHATEAU MARGAUX, which produces one of the five premier grand cru classe Bordeaux wines, is expected to be bought by Crédit Agricole, the semi-public bank whose main activity is to grant loans to farmers.

The sale has been approved by the French Government which, following its veto in August of a bid by National Distillers of the U.S., has been desperately looking for a "French solution" to the serious financial troubles of what is considered to be almost a national institution.

The price, however, will be well below the Frs2m. (about £10m.) offered by National Distillers.

According to informed sources in Paris, Crédit Agricole will pay no more than Frs50m., barely enough to cover the debts of the associated wine merchants' establishment, which like Château Margaux, is owned by the Ginester family.

Margaux has been in the Ginester family for five generations and the family is still reported to have reservations about the deal.

Its financial difficulties, however, are so great, following the collapse of Bordeaux prices

after their previous dramatic rise, that the family is generally considered to have no choice, hands.

particularly now that the Government and the pool of Ginester creditors have given their approval to the sale.

The Ginester family is being asked to sacrifice itself for the national interest without apparent hope of financial compensation.

Yet the Government's decision to veto the sale to National Distillers cannot be seen as entirely an act of blind nationalism. The French are understandably attached to their

great vineyards and do not want to see them fall into foreign hands.

France has already celebrated Bordeaux vine Chateau Haut-Brion, now by the American Dillon and Chateau Latour, now by the Pearson Group in 1964 the national fold.

The question now is whether Crédit Agricole has in it the bank indicated it did not want to keep the vineyard in Paris is that it will be when conditions become favourable.

Remember when a Bull was an optimist and a Bear was a pessimist?

Well it doesn't work that way in futures trading. There is absolutely no onus in "going short", which means investing in the belief that the price of some commodity is going down. Ask any grocery shopper whether it's un-American to believe that egg prices, for example, are headed lower. (Or ask an egg producer if it's un-American to think they're going higher.)



There are about two dozen different commodity futures contracts traded on the Chicago Mercantile Exchange. On any given day some are going up and some are going down — so there's always opportunity. Those producers and other people who foresee the price trends correctly are making money. Those who do not are losing.

It's that simple. And it's that challenging.

If you'd like more information on futures trading call toll-free 800-243-5676 in the continental U.S. In Connecticut, call 1-800-882-6500. Or send in the coupon.

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Live cattle	Frozen skinned hams	U.S. silver coins	Canadian dollars	Lumber	Frozen eggs
Feeder cattle	Boneless beef	United States treasury bills	British pounds	Russet Burbank potatoes	Milk
Live hogs	Copper	Deutschmarks	Swiss francs	Fresh eggs	Butter
Frozen pork bellies	Gold	Japanese yen	Mexican pesos	Nest run eggs	Turkeys

A Federally Licensed Contract Market

Crosland wants EEC wealth move

By Reginald Dale

BRITAIN would like to see much larger transfers of resources from rich to poor countries inside the EEC so as to promote "economic convergence" between the nine member countries. Mr. Anthony Crosland, the Foreign Secretary, indicated in London yesterday. The Nine would have to work out a coherent strategy to achieve this when they discussed successor arrangements to the present Regional and Social Funds during the British Presidency of the Community in the first half of next year, he said.

Mr. Crosland told a Foreign Press Association lunch that the Regional and Social Funds, though quite inadequate, were "an example of the kind of thing that we should need." Economic convergence would not exist until the Community could devise adequate mechanisms to reduce the disparity in wealth between member states, he said.

The problem of economic convergence would become "formidably more difficult" when the Community was enlarged to include Greece, Portugal and possibly Spain, Mr. Crosland said. But while pledging renewed British support for Greek and Portuguese entry, he said, Spain had not yet reached a level of democracy that would justify the country's membership.

Quakes may be first of series

UPPSALA, Nov. 8.

A SERIES of five earthquakes, stretching from China to Greece during the last two days, may be a signal of a new movement of the earth's crust which could continue for weeks or months, according to a Swedish expert.

During the last 48 hours, quakes have been recorded in Yunnan province, China, on Mindanao Island in the Philippines, in Japan, Iran and northern Greece. Although damage has been severe in several places, only in Iran have there been deaths, with 15 killed.

Dr. Marcus Bath, head of the Uppsala Seismological Institute, said today that the tremors indicated a renewal of activity which last peaked in August, when there were quakes in China, the Philippines and Italy. The activities are caused by movement of the dozen different plates which cover the earth's crust or mantle. Many experts believe these are moved by heat currents inside the earth. Reuter

German opposition urges debate on fired generals

By Adrian Dicks

BONN

THE POLITICAL storm in Bonn signed formal notices of dismissal only after Herr Leber had given written explanations of his reasons and had justified them under Article 50 of the Military Law. This allows the opposition to fire a general whom he finds in compatible with his on the affair. Its leader, Herr Kohl, accused the Government of misinforming the public.

Herr Kohl said of the dismissal of General Walter Krupinski and Maj-Gen. Karl Heins Franke that it was "no way to treat citizens in uniform." He added that "there exists not the slightest doubt about the loyalty of the Bundeswehr to the democratic constitution."

The two generals were fired a week ago by the SPD Defence Minister, Herr Georg Leber, after they had compared a notoriously right-wing former Nazi air force officer, Col. Hans Rudel, to the present SPD floor leader in the Bundestag, Herr Herbert Wehner, who was once a member of the Communist Party and spent part of World War Two in Moscow. The remark was made to journalists by Gen. Franke after he had been criticised for letting Col. Rudel attend a veterans' reunion. He said that if Herr Wehner could change his ideas, so might Col. Rudel. Gen. Krupinski concurred with this opinion.

Meanwhile, the federal President, Herr Walter Scheel, appeared to have succeeded in raising some of the bitterness out of the affair today. He representatives and academic

experts, average wage of 8 per cent a year and unemployment of 2.5 per cent during the next year would lead to a deficit of about DM18bn. bet and the end of next year DM18bn. that would leave in the kitty war pension entitlements more than three months' building up.

Although this situation was being mentioned during the campaign, when all parties repeated their intent to increase pension July, as required by law, that adjust automatically to inflation.

Faced once again with the reality of the problem, Helmut Schmidt and Herr Hans Dietrich have a difficult choice as they prepare for period of office and Government programme delivered in mid-October they must raise pension charges of renegeing or they must raise co to a new record level cent of the average worker's gross income. Courses of action are then open to attack.

Sino-Soviet gap is wide on ideology

By David Satter

MOSCOW, Nov. 8.

THE Soviet Union has received a message from the Government of China on the 50th anniversary of the October Revolution that is marginally warmer than similar messages in the past, but indicates that the Chinese are not anxious to resolve the ideological differences which have divided the two countries for the last 20 years.

The unsigned message, sent to the Government of the Soviet Union, spoke of "revolutionary friendship with the Soviet people" and offered "ardent congratulations" on the anniversary of the Revolution.

Its most significant feature, however, was the absence of any reference to the Sino-Soviet border dispute. Last year's message, tied "practical steps" towards the resolution of the dispute to any improvement in Sino-Soviet relations.

The message this year, which was published by the Soviet news agency Tass, suggests that the Chinese have softened their approach slightly in the face of conciliatory gestures by the Soviets since Mao's death. But by stating that "questions of principle should not hinder the development of state-to-state relations" it indicates that the Chinese still have every expectation that ideological differences will remain.

Turks seek EEC accord

By Metin Munir

ANKARA, Nov. 8.

TURKISH Foreign Minister, Mr. Ihsan Sabri Caglayangil, today requested here that a Turkey-EEC summit meeting be held before the end of the year to resolve differences between the two sides.

The Turkey-EEC Association Council, composed of the Foreign Ministers of the Nine and of Turkey, and constituting the partnership's summit, has had to be postponed twice this year because no grounds for compromise could be found.

Deadlock has arisen because the Community is refusing to meet fully the Turkish request for concessions, including freer access to the Turkish market for products to the Nine, the gradual free circulation of migrant Turkish workers in the community, bigger credits, and their reduce its tariff barriers.

EEC proposals were found by Ankara to be "totally inadequate and unacceptable." In response to Mr. Caglayangil, the EEC indicated that it was not planning to be more generous in its concessions, and did not favour a summit by the end of the year.

A crisis may come with the partnership's summit, because, had to be postponed twice this year because no grounds for compromise could be found.

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OECD prices up slightly

PARIS, Nov. 8.

CONSUMER prices in countries which are members of the Organisation for Economic Co-operation and Development (OECD) increased 0.3 per cent. for all of 1977. The 10 September, up from 0.5 in August, reflecting the incidence period was recorded by Switzerland of major increases in public land with 0.9 per cent. and the charges (principally rail fares biggest by Iceland, with 31.5 and electricity in Japan, the per cent).

The 12-month increases in OECD last-day. While September saw little change in the rate of increase of consumer prices in North America, the rise in Japan was 2.7 per cent, compared with minus 0.3 per cent. in August.

In September, consumer prices in North America were below average, helped by continued stability of food prices. In Europe, there were wide disparities, reflecting the timing of administered price increases, including indirect tax changes, seasonal food prices and the impact of exchange rate developments, the OECD added.

Prices in the 12 months to September, the OECD area as a whole rose 0.3 per cent. compared with 1.2 (OECD) increased 0.3 per cent. for all of 1977. The 10 September, up from 0.5 in August, reflecting the incidence period was recorded by Switzerland of major increases in public land with 0.9 per cent. and the charges (principally rail fares biggest by Iceland, with 31.5 and electricity in Japan, the per cent).

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Cyprus ra in protest Turk force

NICOSIA

THOUSANDS of Greeks demonstrated here today on the United Nations day of the future of the island.

Shops, offices and Greek-held parts of the island to ensure a mass gathering in the square.

The rallies express the lack of progress in the UN talks on the Cyprus problem. The UN Secretary-General K said to take practical steps including Turkey. It is under the Greek-Cypriot de the UN, headed by Minister John Christou, sounding out opinion on a call for sanctions against the support countries.

Earlier today Greek President Archbishop told student demonstrators confident of a "g tion" from today's UN General Assembly committee.

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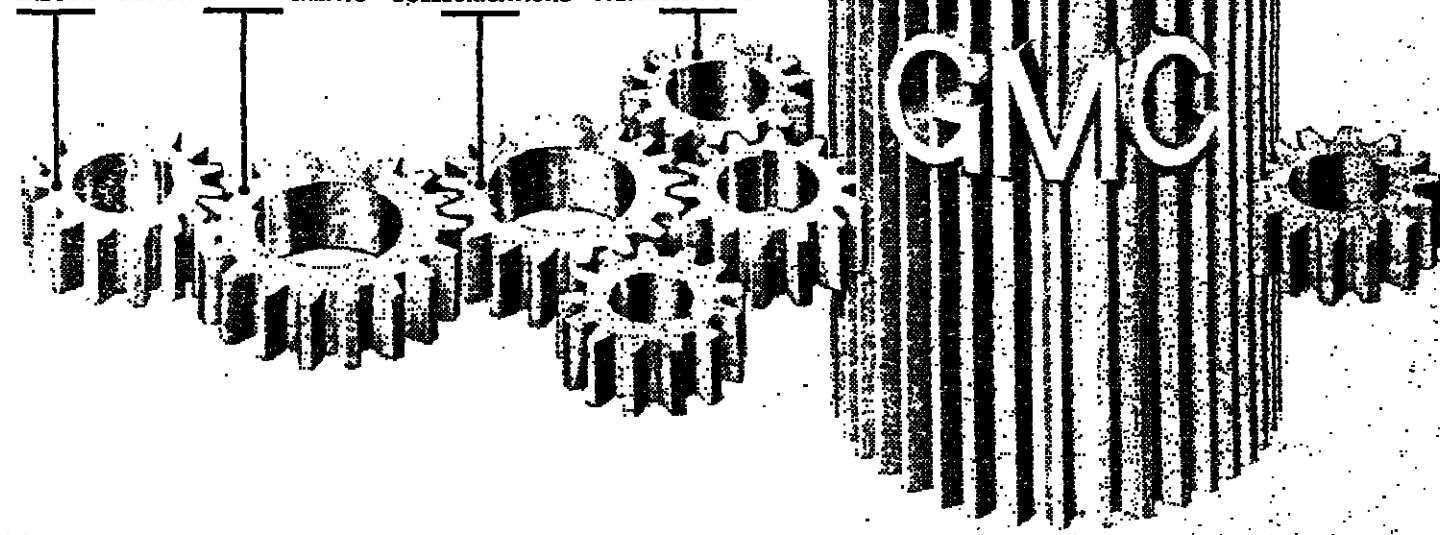
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LABOUR ASSISTED AREA BENEFITS COMMUNICATIONS LAND AND BUILDINGS



ملفات من الاصل

French opposition mounts

The following Debentures previously called for redemption have not as yet been presented for payment:

“Just how long-term is ITT’s commitment to Britain?”

Although there were some tentative signs of business recovery in the UK earlier this year, the underlying lack of confidence in Britain’s economic future persists.

At a time like this a multinational company like ITT might well be expected to be re-thinking its long-term commitment to Britain and considering alternative countries for investment.

But it isn’t.

On the contrary, ITT’s commitment to Britain is, if anything, deeper now than ever before.

For example, during 1974 and 1975, ITT invested no less

than £30 million in British research and development alone.

This year’s investment should bring the three year total to upwards of £47 million.

Significantly, several projects have been undertaken in the sure knowledge that there is not the remotest hope of recouping their costs before the mid 1980’s.

The implications of such a policy are clear.

ITT didn’t become successful by planning a new product or service and then not being around to reap the reward when it was launched. And now is no time to change the habits of a lifetime.



What are you buying your chauffeur for Christmas?

You may well still be in time to treat him to a Peugeot 604.

The 604 is a spacious, beautifully appointed luxury motor car and it's because of this, that an increasing number of discriminating motorists now choose it.

In a recent road test comparison, for example, the highly critical 'Car' magazine pitted our Peugeot against the Jaguar XJ3.4 and BMW 528.

Overall, their choice was the Peugeot.

Of the handling and roadholding they said it "combines a similarly outstanding ride to that of the Jaguar with marginally greater roadholding in the wet."

They went on to describe the power-assisted rack and pinion steering as having "a delicious precision feel to it, making the car feel eminently driveable."

Orthopaedically designed seating, outstanding legroom in the back and high rear roofline caused 'Autocar' to comment "all told, the 604 surely offers about the best back seat comfort one can buy, second only to the Silver Shadow."

For all its armchair luxury, the 604 is hardly lacking in performance.

The 136 bhp V6 engine whisks the car to

118mph while returning fuel consumption figures of up to 23 mpg.

The specification is no less than you would expect from a car in this class.

All models have four electrically operated windows, subtly tinted glass all round, an electric sunroof, superb quadruple halogen headlights and power steering.

Individual rear interior lamps, head restraints, convenient inertia reel seat belts and a quartz crystal clock can be taken for granted.

Prices begin at £5,571 for the manual gearbox model and run to £6,683 for the automatic 604SL complete with hide upholstery and air conditioning.

(The air conditioning option may mean your chauffeur will have to wait till after Christmas for delivery).



Prices correct at time of going to press.

- ☐ I would like to test drive the Peugeot 604.
- ☐ I would like details of diplomatic sales and personal export.

(Please tick which is applicable.)

Name _____
Address _____

Phone _____

Send to Customer Liaison, Peugeot Automobiles (UK) Ltd., Peugeot House, Western Avenue, London W3 0RS. Tel. 01-993 2331.

Cost and standard of living up, spending survey shows

Concern over sustaining retail s

Concern over sustaining retail sales' rise

	Aug.	Sept.
lending up by 2 per cent.	137	182
retailers' loans by 7 per cent.		

Source: Department of Commerce.

Spending curbs hit £13m. Bus project

The downturn in the double-decker market has not taken Leyland unawares. The company was expecting the boom experienced in the early 1970s to tail off this year as the bunching effect produced by the bus grants scheme—which gave local authorities central government support for bus purchases—began to run out of steam. The company's long-term plans envisaged sales falling to about 2,250 a year by 1980 from their peak of about 3,000 this year.

Ford takes first two places in U.K. car sales league

11K CAR REGISTRATIONS

	October		10 months ended Oct	
	1976	%	1975	%
British Leyland	25,239	26.42	18,915	22.83
Ford*	24,610	25.74	20,427	24.44
Vauxhall*	9,209	9.64	7,736	9.26
Chrysler*	4,636	4.84	3,726	4.51
Total British	55,330	57.62	52,068	62.33
Barrow	4,029	4.31	3,632	4.35
Renault	4,624	4.46	4,619	5.53
FIAT	3,900	4.08	3,120	3.73
VW/Audi	3,379	3.54	4,044	4.84
Total imports†	40,293	42.18	31,484	37.67
Grand total	95,522	100.00	83,552	100.00

* These figures include cars from the companies' Continental associates which are not included in the total British figure.

Ford defends policy

BY TERRY DODSWORTH

ALLEGATIONS that Ford U.K. is encouraging employees to perform on each other were dis-

panies to have clear-cut rules about public conduct. The company said that the

Redundant preparat by Lotus

among other things to sign a document stating they were "no taxpayer payment or other benefit" in the course of their duties. One of the unions involved in the company, the American and Supervisory Engineering (TASS) of the engineering workers' union, has opposed the signing of the document.

Ford defended the policy yesterday on the grounds that it was necessary for large com-

There had never been any difficulty in persuading staff to sign these documents, the company added.

He also said that there was nothing in the letter which implied that staff should snoop on their colleagues. "We are surprised at the union's attitude because it seems to be clear that where clearly none is intended,"

advance warning was given of the Employment Protection Act, and we've struck a force from its impact," he said. "We have had nine redundancies in its staff department built up its workforce 100 times last year. We have lost 400 but have gone up to 490 u 346 in 1975.

Go-ahead for £80m. rail plan

The announcement came as the first stage of the £63m. Great Northern electrification service linking Welwyn Garden City, Hertford North and Moorgate, London, began operation.

World Value of the Pound

The table below gives the latest available rates of exchange for the pound against various currencies on 30 November 1978. In some cases rates are nominal. Market rates are the average of buying and selling rates except where they are shown to be otherwise. In some cases market rates have been calculated from those of foreign currencies to which they are tied.

Exchange in the U.K. and most of the countries listed is officially controlled and the rates shown should be used as the only applicable rate for any particular transaction without reference to an authorised dealer.

Abbreviations: (\$) member of the sterling area other than Scheduled Territory; (s) official rate; (T) tourist rate; (n.c.) non-convertible; (n.a.) not available; (A) approach not direct quotation available; (sg) sell; (bg) buying rate; (nom.) nominal exchange certificate rate; (P) based dollar parties and gongs sterling do; (Bk) bankers' rate; (Bas) basic rate; (com) convertible rate; (cn) convertible financial rate.

Sharp fluctuations have been seen in the foreign exchange market. Rat table below are not in all cases closing the dates shown.

[illegible]

(a) The Moroccan mark has lately been reported at 60 CFA francs for 100 CFA francs. It is 1725 Francs for the North Vietnamese dong at 4 1/2 times the latter's nominal value of 10,000 francs. With the above assumptions, the mark would be calculated for the amount: 15.236 mark francs (15.078 mark francs if the franc is assumed to be 100 CFA francs, dollars to 15.078 mark francs, dollars to 15.078 mark francs).

(b) The Dupont has returned the CFA franc. The exchange was made at a rate of 1 CFA franc to 100 mark francs of the new currency.

(c) The Dupont has returned the CFA franc. The exchange was made at a rate of 1 CFA franc to 100 mark francs of the new currency.

(d) The Dupont has returned the CFA franc. The exchange was made at a rate of 1 CFA franc to 100 mark francs of the new currency.

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(i) The Dupont has returned the CFA franc. The exchange was made at a rate of 1 CFA franc to 100 mark francs of the new currency.

(j) The Dupont has returned the CFA franc. The exchange was made at a rate of 1 CFA franc to 100 mark francs of the new currency.

(k) The Dupont has returned the CFA franc. The exchange was made at a rate of 1 CFA franc to 100 mark francs of the new currency.

(l) The Dupont has returned the CFA franc. The exchange was made at a rate of 1 CFA franc to 100 mark francs of the new currency.

(m) The Dupont has returned the CFA franc. The exchange was made at a rate of 1 CFA franc to 100 mark francs of the new currency.

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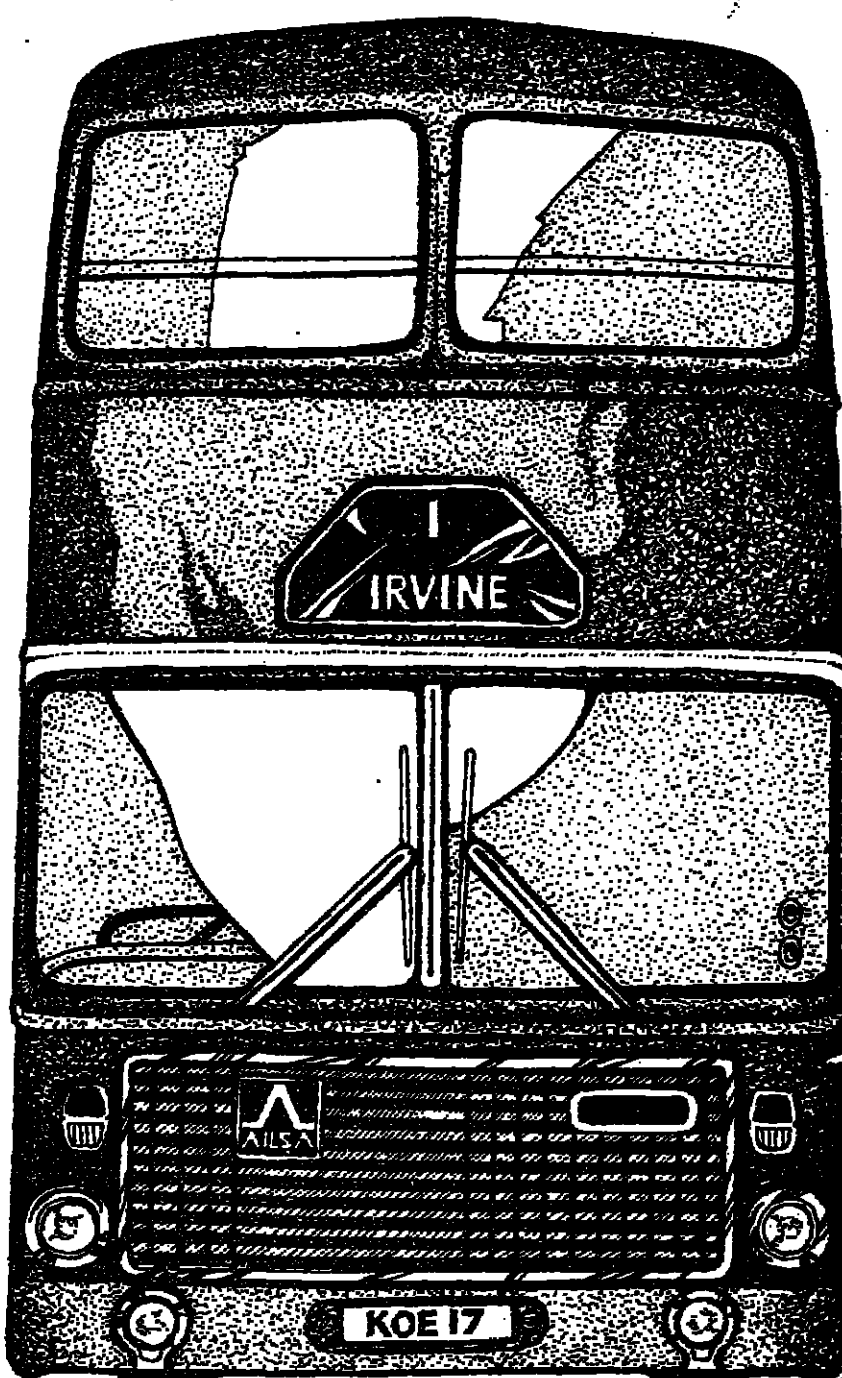
(v) The Dupont has returned the CFA franc. The exchange was made at a rate of 1 CFA franc to 100 mark francs of the new currency.

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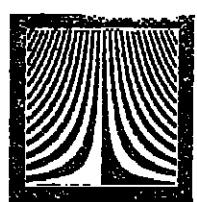


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TEST US: Contact George Barrett, our senior executive in charge of Eurocurrency finance. Tel. London 606 9944, ext. 4210, telex 888401 or write, Midland Bank Limited, International Division, 60 Gracechurch Street, London EC3P 3BN, England.



Delivers.



The Technical Page

EDITED BY ARTHUR BENNETT AND TED SCHOETERS

DATA PROCESSING

Collects facts on the move

WESTREX has exclusive marketing and distribution rights in the United Kingdom for a mobile data collection and transmission unit forming an integrated package.

This system collects, receives and transmits data via portable radio transceivers equipped with either a numeric or alphanumeric keyboard. The numeric keyboard has 12 entry and 4 instruction keys and a liquid crystal 16 digit display; the alphanumeric has a 64 ASCII character keyboard and liquid crystal display which enables all of the 64 character memory to be displayed before transmission.

The radio base station can serve up to 15 portables by an address polling system over distances of up to 1500 metres. Data entered through the key-

board is recorded in blocks of 64 seven bit characters, stored in the portable unit and on transmission radioed to the base terminal at a rate of 4200 bits per second.

The transmission code ensures the recognition and reporting of up to 2 bit errors per character and the automatic correction of one bit error per character. The portable is notified of a successful block transmission by a single audible beep.

In the event of a 2 bit error the base station automatically polls the portable twice more, and if a transmission error status still exists the portable is notified by three audible beeps. The base station is equipped with an interface for transmission of data on PO lines at speeds of up to 4800 bauds to and from the computer

INSTRUMENTS

Portable corrosion meter

USING THE well-established principle of corrosion monitoring by measuring the electrical resistance of a metal specimen immersed in the process fluid, what is described as an intrinsically safe portable corrosion meter is being marketed in the U.K. by Nalco.

The instrument can be used with a range of probe configurations, for use in low-pressure applications (for example, cooling systems), and high-pressure/high-temperature duties encountered in process streams—using a ceramic seal to maintain performance over long periods, are suitable for use up to 6000 psi.

Designated the RB Mark II, the instrument has been certified by the British Approval Service for Electrical Equipment in Flammable Atmospheres (BASEEPA), Health and Safety Executive.

Features of the instrument are that probes can be monitored at distances up to 350 metres, and a LED display indicates the balance point, instead of a fragile moving coil meter.

Details from Nalco, PO Box 11, Winnington, Northwich, Cheshire CW9 4DX (0908 74488), a company equally owned by Imperial Chemical Industries and Nalco Chemical Company, of Chicago, U.S.

COMMUNICATIONS

Thousands of calls go by tube

POST OFFICE Telecommunications hopes to go ahead with the first service trial of a new two-inch helical waveguide in a 25m 132 km system to be laid between Bristol and Reading.

Working between 30 and 110 GHz it will be able, when necessary, to carry 1m. telephone calls and is expected to be in service by 1982. BICC will make the waveguide at its new Alport plant, while Marconi will be responsible for terminal and repeater equipment.

In addition the Post Office and the two suppliers are "getting together" to form a team devoted to selling the system to other customers. The time is appropriate because already at its research station at Marleham Heath the Post Office has established the waveguide as a reliable high-capacity low-cost per channel system which is believed to be ahead of several other countries.

BICC now has a full-scale production unit, although pilot plants exist in the U.S. and Japan for example. These waveguides use the steel tube principle which offers less loss but is more expensive.

BICC is making easily joined, 3-metre lengths. The joining gives some loss but keeps the cost to about £20 per metre. Plant can make 100 km per year.

Announcement of the Bristol Reading proposal—unlikely, it is understood, to be rejected by the Board—comes only a few months after the contract for STC to build a 2,000-channel optical fibre link between Reading and Basingstoke.

The Post Office dismisses the idea that there is any real contention between waveguide and fibre at present. Its engineers believe that to achieve the capacity of waveguides, much more development of monomode fibre (that is, the true optical wave guide) will be needed. It

might be a year or two before 8,000 channels is achieved and possibly a decade before 1m. channels become possible.

The Post Office view on trunk communications seems to be that at 1m-channel capacity, the waveguide is ready for application, with easy extension to 1m. channels. Fibre on the other hand, is not believed to be ready for main line application, mainly because adequate life testing and field use are still needed apart from additional technical developments. "Fibre will be pushed ahead but initially will only appear on short junction route development. And there may yet be significant improvements in the digital transmission in general, an area in which much capital remains to be amortised.

For micro-wave radio the future seems limited; whether land or satellite borne, because the spectrum will soon be filled.

GEORGE CHARLISH

RESEARCH

Particles counted quickly

INTRODUCED by Coultronics is the T42 in-able to count particles suspension in the ray 800 microns at high 5.

For example, the ti for a particle size an be reduced to as litt seconds, so that qualit can be performed a production line is still tion.

Results are display integral oscilloscope at plotted on an X-Y re on the built-in strip; an associated popular accessory unit. The T and sizes up to 8,000 second, permitting the ing of particle system constantly changing a relation of these cha tributions with time.

Minute changes in p can be easily detected research projects can take within a grad limits. Statistical co the results is confirm Coulter, by distribution reproducible to withi cent.

An interesting feat standard sample info be stored in a memor can be recalled at any printer over results samples to allow di prision with the stan Several kinds of analysis can be au performed and display CRT screen along particle pulses from ing head.

Applications will wherever foodstuffs, minerals, pigments, ye and sediments are. Coultronics, 1000 Harbinger, Harts (0537 68131).

Plessey bid for ICL user base

COMMON to all computers, from the giant machines in world weather centres to the tiny units which drive electronic watches, is memory and it is the sharp decrease in the cost of storing information over the past ten years that is enabling the makers of small computers to challenge the abilities of much larger units.

At the same time, users of run of the mill business machines are seeking to improve performance without going to the massive expenditure and upheaval due to system replacement. This can be done by adding on one or other peripheral. But the most effective means of achieving higher performance immediately generally is to improve speed or size of memory.

It is for this reason that Plessey Memories has decided to offer existing users of ICL equipment of the 1900 series, of which there are some 150 in the U.K. and about the same outside, the option of switching over to one or other of a series of units made

by Plessey under the general title of "Memory-Miser."

According to M. G. Ayres, marketing manager of the main-frame sector of Plessey Memories, the product now being offered to the ICL user (initially in the U.K.) is between 50 and 70 per cent cheaper than that of the competition, depending on the size and complexity of the application.

The memory offered is core-based and semi-conductor controlled. Plessey is able to come into competition directly with ICL now because it has moved from the position of being a supplier to ICL of core memories with the latter's decision to make, in-house, solid-state memories based on chips bought in from a number of U.S. companies. These are being used for Newbury, but also offered as add-on units for existing users and as standard on all later models of the 1900T machines.

Interesting is that the new equipment from Plessey is based on the P series introduced for minicomputer applications three

Valve lasts for 15m. cycles

BELIEVED to be the only British manufacturer of spool and sleeve valves of high accuracy metal to metal pneumatic types, Austin Beech has completed a redesign programme which is providing considerably

increased speeds and performance characteristics.

Euroline H is the name of the new series, compatible with ISO and CETOP standards and available in 10, 15, 20, 25, 30, 35, 40, 45, 50, 55, 60, 65, 70, 75, 80, 85, 90, 95, 100, 110, 120, 130, 140, 150, 160, 170, 180, 190, 200, 210, 220, 230, 240, 250, 260, 270, 280, 290, 300, 310, 320, 330, 340, 350, 360, 370, 380, 390, 400, 410, 420, 430, 440, 450, 460, 470, 480, 490, 500, 510, 520, 530, 540, 550, 560, 570, 580, 590, 600, 610, 620, 630, 640, 650, 660, 670, 680, 690, 700, 710, 720, 730, 740, 750, 760, 770, 780, 790, 800, 810, 820, 830, 840, 850, 860, 870, 880, 890, 900, 910, 920, 930, 940, 950, 960, 970, 980, 990, 1000, 1010, 1020, 1030, 1040, 1050, 1060, 1070, 1080, 1090, 1100, 1110, 1120, 1130, 1140, 1150, 1160, 1170, 1180, 1190, 1200, 1210, 1220, 1230, 1240, 1250, 1260, 1270, 1280, 1290, 1300, 1310, 1320, 1330, 1340, 1350, 1360, 1370, 1380, 1390, 1400, 1410, 1420, 1430, 1440, 1450, 1460, 1470, 1480, 1490, 1500, 1510, 1520, 1530, 1540, 1550, 1560, 1570, 1580, 1590, 1600, 1610, 1620, 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NEC's microwave communications first got off the ground in the Forties. Innovation followed innovation.

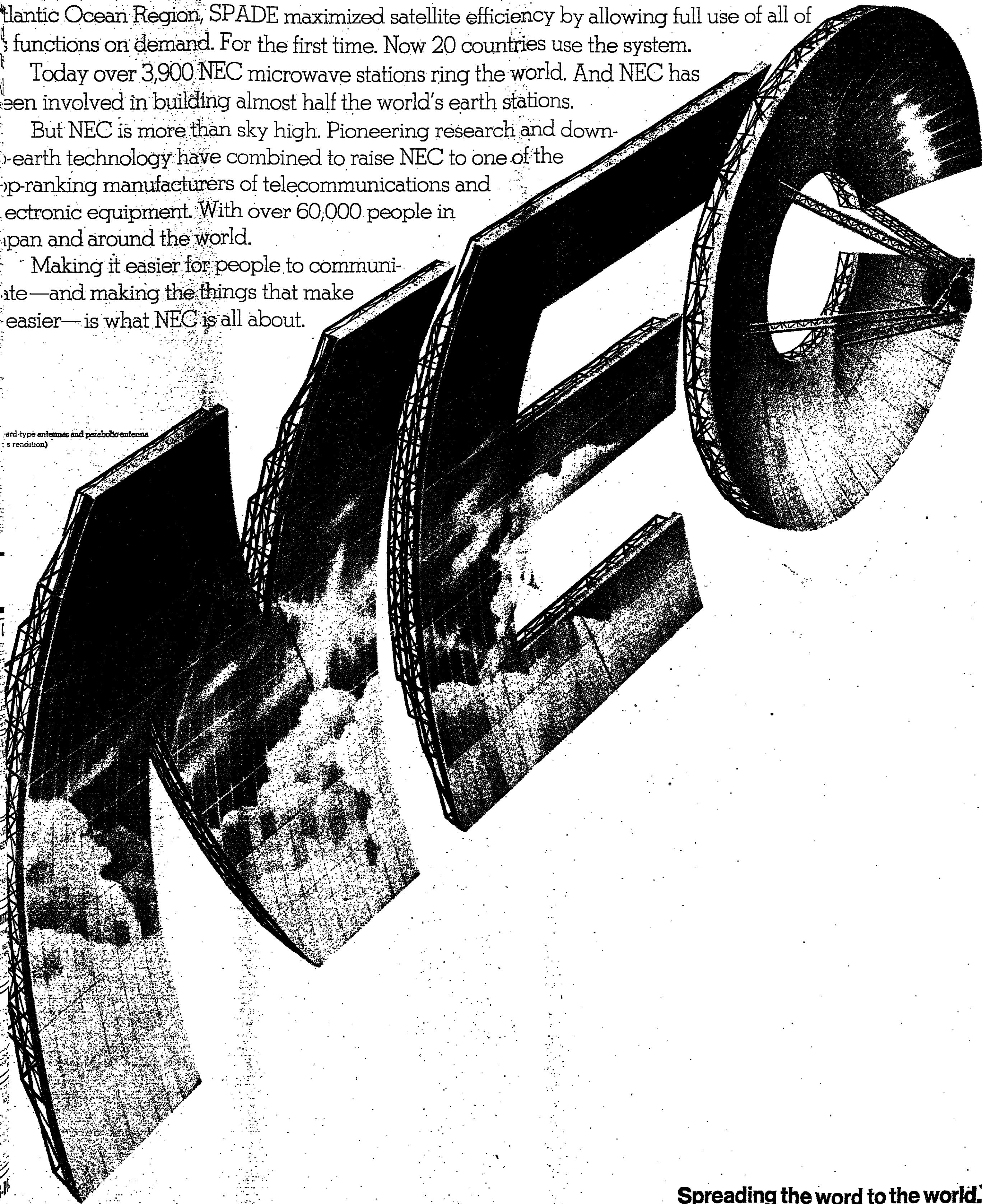
Like SPADE. The world's first PCM satellite communications system. Selected by INTELSAT to serve its Atlantic Ocean Region, SPADE maximized satellite efficiency by allowing full use of all of its functions on demand. For the first time. Now 20 countries use the system.

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ward-type antennas and parabolic antenna
(s rendition)



Spreading the word to the world.

NEC
Nippon Electric Co., Ltd.
Tokyo, Japan

The Management Page

EDITED BY JOHN ELLIOTT

JOHN WYLES profiles a shipping company which has diversified rapidly and added a variety of activities to its famous Blue Funnel Line

How student princes led Ocean away from the sea

OCEAN, intellectually self-confident, puritanical in its distaste for ostentation—the profile of a man who has sat comfortably on the throne of a successful business for 50 years. Although it is now the second largest shipping company with interests in Singapore, high street grocery stores put down in Liverpool and 100 years ago by John Holt.

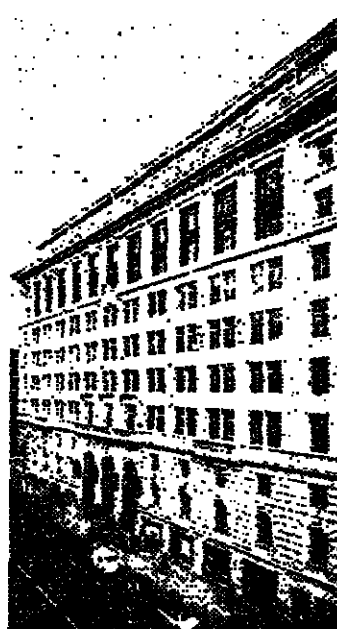
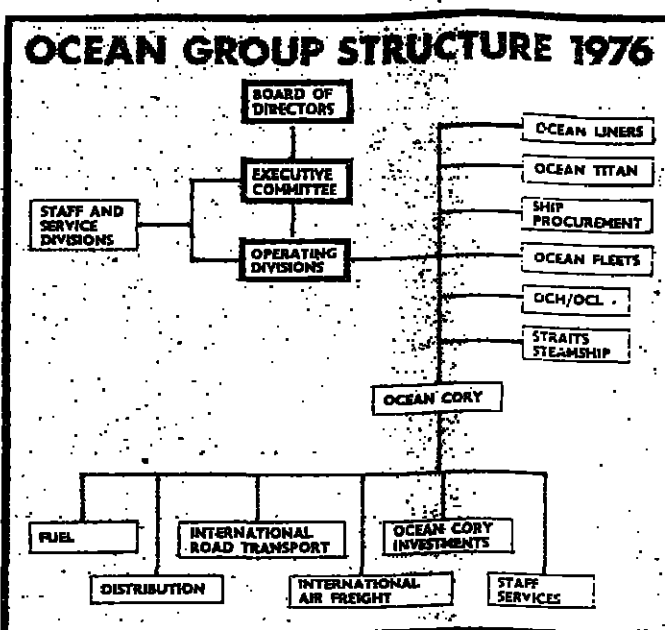
Two brothers followed by a third, the famous Blue Funnel Line, put steam ships into the world and in the process confounded experts who claimed that steam ships were too much for coal. The space for cargo and passengers. But the Hols did not believe in the correct of their approach. Ocean's style is not radically different 111 years later. "We be fuddy duddy but by the get it right more often than most other companies," is how the company's "student prince" who were once the product of an unashamedly elitist selection procedure which was brought to an end only four or five years ago. Every three or four years Ocean would comb Oxford and Cambridge for their brightest undergraduates who, once selected, were put on the road to early advancement with the almost certain prospect of being appointed a "partner" as Ocean used to title its managing directors. Alexander was nominated for Ocean by Humphrey Sumner, then Warden of All Souls, and although the former day boy at Allwyn's School, Dulwich also had the chance of an academic or foreign service career; he succumbed, as he says, to "the attraction of total ignorance," not least because the shipping company had been

depicted as comparatively heavy on intellect and fond of "the use of analysis and debate to arrive at the truth."

This was ideal ground for the development of Alexander's dialectical style of management which combines a slightly patrician manner and donnish delight in intellectual specula-



Sir Lindsay Alexander (left) has steered the Ocean group through a period of diversification since he became chairman in 1971, widening the base of the operations that are directed from the company's cavernous India Buildings headquarters in Liverpool (right).



He was recruited as one of the company's "student prince" who were once the product of an unashamedly elitist selection procedure which was brought to an end only four or five years ago. Every three or four years Ocean would comb Oxford and Cambridge for their brightest undergraduates who, once selected, were put on the road to early advancement with the almost certain prospect of being appointed a "partner" as Ocean used to title its managing directors. Alexander was nominated for Ocean by Humphrey Sumner, then Warden of All Souls, and although the former day boy at Allwyn's School, Dulwich also had the chance of an academic or foreign service career; he succumbed, as he says, to "the attraction of total ignorance," not least because the shipping company had been

tion with a penetrating business brain and a shrewd understanding of people. He became chairman in 1971 on the retirement of Sir John Nicholson and, under his firm guidance, discussion at Ocean Board meetings has been known to range from multi-million pound investment decisions to the probable rate of economic growth in Western Europe during the 14th century. Ocean's transformation can be dated from the spring of 1965 when a dinner party was held to celebrate the birthday of Ronnie Swayne. Now chairman of OCL but then a partner of Ocean, Swayne is senior in length of service to Alexander but, like him, was recruited as a student prince.

On this occasion, Alexander and Swayne talked long and hard about the implications of containerisation and the risk, as they saw it, of the Australian Government encouraging the American container operator, Sea Land, to break into the U.K.-Australia trade. They agreed that British liner companies ought to move quickly to forestall this and Alexander prepared a paper for the Ocean board outlining the case for containerising the trade in a consortium. Within weeks agreement was reached to set up OCL with P & O, Furness Withy, and British and Commonwealth. The object was to containerise both the Australian and Far East liner trades in which the companies were involved.

The implications for Ocean were serious. Within a few years a major portion of the 80 odd ships in its liner cargo fleet would be redundant, with an obvious effect on its sea and

The Elder Dempster takeover helped to plug the operational hole opened up by the formation of OCL but it was clear to Ocean that, as an almost exclusively liner company, it was exposed to the switchback "boom or bust" vagaries of the shipping cycle.

The decision was therefore taken to develop other businesses and between 1969 and 1972 Ocean vigorously elbowed its way into a variety of new shipping activities. Panoscean Shipping and Terminals was set up as a joint venture with P & O as a by-product of the creation of OCL to look after and expand the chemical trades in which the two companies were involved. At about the same time Ocean took the major decision to move into bulk shipping where general growth and profitability was then outstripping liner work.

Programme

As part of a £100m. ship purchasing programme, seven bulk carriers, one ore and oil carrier and two Very Large Crude Carriers (VLCC) were acquired between 1969 and 1974. In 1970 a joint company was formed with Incheape to move into the offshore oil supply business.

and Cory was based on a management structure designed earlier in 1972 by the Boston Consulting Group.

This devolved operational and planning responsibilities to individual businesses or groups of individual businesses, with central management, in the shape of the Board and its executive committee of three, looking after strategic planning, allocation of resources, budgetary control, and also reviewing performance and management career development.

Sitting alongside Alexander on the executive committee was Mr. David Elder, who is now deputy chairman. A blunt and sagacious Scot, Elder had joined Ocean in 1971 after nearly 20 years in a variety of senior financial positions with Shell.

Before Elder's arrival, Ocean's financial controls were primitive and his achievement, according to Alexander, has been the "re-creation of a financial administration which will stand up to indefinite development and expansion." Elder himself is extremely proud of the way in which Cory has been reorganised, blended into the Ocean structure and strengthened where necessary. His own role was crucial. He led a small

around £37m. through the sale of properties and peripheral assets.

While Cory had a 10 year record of steady profitability (£2.7m. pre-tax in 1970-71) its newly developed food and drink distribution company was losing money at the time of the takeover and until the current financial year has continued to do so.

Subsequent reorganisation regrouped Ocean and Cory interests into the newly-named Ocean Transport and Trading.

Most but not all of Cory companies are now run by the Ocean Cory division whose managing director is Colin St. Johnston, a 41-year-old ex-Booker McConnell manager who joined the Group in 1970. St. Johnston's division has been given responsibility for McGresor Swire Air Services (MSAS), Ocean's air freight forwarding company whose efforts to acquire and then maintain a share of a fast growing market have made heavy demands on Ocean's cash resources. MSAS and Cory distribution were responsible for an overall loss in Ocean Cory during 1975 but for this year St. Johnston predicts a £23m. turnaround.

Leadership requires more than high IQ

BY MICHAEL DIXON

IT IS UNWISE to promote managers on the strength of their IQ according to a report on a study made of master of business administration graduates five and 10 years after organisation leadership.

Even so the study, carried out by Thomas and Margaret Harrell, indicated that there was a link between high grades at the school and later earnings. Five line managers studied were in the top third of their MBA class

had, on average, monthly earnings \$270 higher than those in the bottom third. The corresponding gap 10 years after graduation was about \$700 a month.

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FINANCIAL TIMES SURVEY

Tuesday November 9 1976

Japanese International Companies

Japanese imports have been attracting growing resentment while recession dogs Western industrial growth. But the Japanese are learning to overcome this barrier while maintaining the exports which are vital to their economy.

IS being accused of...
ing European industry...
east certain industries...
ruthlessly successful...
programme and by an...
is set of import regula...
which make it difficult for...
in companies to sell in

vidence for the charge...
Japan will be running...
surplus on its visible...
th Europe this year and...
ne Japanese industries...
increased their sales to...
within a year by as much...
or 60 per cent. Europe...
n much less successful...
in Japan and has...
d dangerously close in...
few weeks to relieving...
trations by imposing a...
f unilateral restrictions...
rts of Japanese goods...
hole affair could develop...
ade war between two of...
orld's major trading...
with a third (the U.S.)...
nervously on as the...
ins erect their trade...
If Japan has really...
engaged in an all-out...
to take over the world...
for certain industries...
deserve anything that...
does by way of retalia...
the question is whether...
in fact the correct light...
ch to view the trade...
Japanese can reasonably...
at the conspiracy theory...
of it. Japan did not...
usly plan six years ago...
its trade with Western...
was approximately in...
) to turn the EEC into...
in source of surplus...
exchange needed to pay...
oil imports.

Its motor industry...
to wipe out the British...
motor industry, although...
the Japanese were saying...
in the early 1970s that...
they did not see why...
their share of the British...
car market should be...
less than that of the...
major European car...
exporting nations.

The complexity and...
according to would-be...
exporters, per-
versity of Japanese...
import regulations...
appears to be more...
the result of bureau-
cratic fustian...
ness (apparent also in...
other areas) than of...
any plot to keep...
foreign goods out of...
the country.

Problems

The shock effects...
of the Keidanren's...
findings could now...
be about to produce...
results. Even so, it...
would be a mistake...
to think that any-
thing that may...
result from the...
Keidanren's...
efforts is likely to...
provide large

than short-term alleviation...
of the problem. The...
basic problems which...
are disturbing trade...
relations between Europe...
and Japan are those...
which cannot be solved...
by a single mission of...
top concentration on...
"middle range" industries...
in which it

First, Japan has to...
sell hard in Europe...
because of its isolated...
position in the world...
and the lack of major...
markets on its doorstep...
whereas Europe, with...
markets all around it...
has not needed to try...
so hard in Japan. Second...
it has to maintain a...
permanent and massive...
surplus on its trade in...
manufactured goods in...
order to pay for the...
raw materials which...
make up 80 per cent of...
its total imports.

Third, Japan relies...
on too few industries...
to make its living in...
the world (the principal...
ones are steel, ships...
cars and electrical...
goods). This means...
that any Japanese...
export drive creates...
disproportionate...
problems for these...
same industries in...
other countries.

The steps which...
Japan can take to...
remove these difficulties...
have long been spelled...
out and

are in fact starting to...
be implemented. Taking...
the points in reverse...
order the answer to the...
third is that Japan...
needs to diversify its...
industry away from the...
over-concentration on...
"middle range" industries...
in which it

has remained at the...
stage of simple importing...
and exporting when...
other countries with...
highly developed...
economies have moved...
beyond this stage. The...
Japanese industry still...
acquires most of its...
raw materials in crude...
form and

processes them "from...
the bottom upwards" inside...
Japan itself instead of...
allowing producing...
countries to do the...
initial processing. At...
the other end of the...
scale Japan tends to...
rely heavily on shipping...
completely built-up...
finished goods from its...
own shores to foreign...
markets rather than...
exporting a portion of...
the manufacturing...
process through overseas...
direct investment.

The most important...
change to come in...
Japan's industrial...
structure during the...
next decade could...
involve a shift away...
from this primary...
stage of internationalisation...
towards something...
more sophisticated. Because...
of lack of space in the...
Japanese islands and...
the increasing public...
preoccupation with...
pollution, several of...
Japan's major industries...
(for example, steel and...
aluminium) are starting...
to find that the cost...
of basic material...
processing in

Japan is becoming...
prohibitive. Reactions...
to this discovery...
include the \$800m...
commitment which...
Japan made last year...
to the Asahan...
aluminium project in...
Indonesia and a more...
recent commitment to...
a similar but still...
larger project in...
Brazil, as

Fujitsu is starting...
to operate in the U.S...
and may shortly have...
a base of some kind...
in Europe. The rush...
to invest outside...
Japan can come, in...
theory, from the...
attractions of cheap...
labour or the...
availability of...
cheaper raw materials...
Most commonly...
however, it seems to...
come nowdays from...
a well grounded fear...
on the part of the...
investor that his...
goods may be shut...
out of some overseas...
market if he does...
not start making...
them on the spot.

Overseas investment...
is going to cost...
Japan a lot of money...
over the next five to...
ten years (which, in...
turn, is going to...
mean that the country...
has yet another reason...
for maintaining a...
massive visible trade...
surplus).

Investments licensed...
by the Government...
last year (but normally...
due for implementation...
a year or two later)...
were worth \$3.2bn...
or \$880m more than...
in the previous year...
of deep economic...
recession. By the end...
of the decade Japan...
expects to be spending...
\$4bn or so per year on...
direct investment. By...
the mid-1980s the...
cumulative value of its...
investments (now a...
modest \$15bn) will...
certainly overtake...
Britain's.

The use which Japan...
is going to make of...
all this money will...
vary from company to...
company and from...
industry to industry. In...
the raw materials...
sector the Japanese...
are showing themselves...
wary of investing in...
straightforward...
primary production...
ventures, except when...
they have reason to be...
seriously concerned...
about the supply...
prospects for a given...
material. Thus they...
would like to become...
involved in projects...
for the

development of coking...
coal (of which there...
is a global scarcity)...
but seem less...
interested in iron...
ore mining ventures. At...
the manufacturing...
end of the scale...
Japanese companies...
seem to prefer setting...
up 100 per cent-owned...
subsidiaries in...
Western countries...
(for example, the...
Sony and Matsushita...
plants in Britain). But...
they will willingly...
go into joint ventures...
in regions where the...
political situation...
seems to dictate this...
(in South-East Asia...
nearly all Japanese...
investment is on a...
joint venture basis).

Experience to date...
shows that Japanese...
managers are good at...
handling Western...
labour and reasonably...
good at delegating...
responsibility (and...
passing on their...
ideas) to locally...
hired executives. But...
none of this means...
that the next phase...
of "internationalisation"...
is going to be easy...
for Japanese business. The...
Japanese export...
invasion of Europe has...
aroused suspicions...
and resentments which...
will live on even after...
shipments of finished...
goods from Japan give...
way in part to local...
production.

The merit of direct...
investment as opposed...
to exports is that it...
creates employment in...
the host country and...
adds a human factor to...
the impersonal business...
of flooding a foreign...
market with a...
manufactured product. The...
Japanese are aware of...
these advantages of...
moving some of their...
industry out of their...
own overcrowded islands...
In time their hosts...
may also become a...
little more glad to...
see them.

As a result both...
Toyota and Nissan...
are now talking of...
establishing U.S. manufacturing...
plants and Nissan is...
also thinking of...
moving into Europe. In...
the electrical...
industry three top...
TV set makers (Sony...
Matsushita and Sanyo)...
are now operating or...
about to operate in...
the U.S. either by...
taking over existing...
manufacturing facilities...
or by building their...
own plants. In...
computers, involved...
in projects for the

Learning export diplomacy

By Charles Smith, Far East Editor

stated under three main...
headings:—

First, Japan has to...
sell hard in Europe...
because of its isolated...
position in the world...
and the lack of major...
markets on its doorstep...
whereas Europe, with...
markets all around it...
has not needed to try...
so hard in Japan. Second...
it has to maintain a...
permanent and massive...
surplus on its trade in...
manufactured goods in...
order to pay for the...
raw materials which...
make up 80 per cent of...
its total imports.

Third, Japan relies...
on too few industries...
to make its living in...
the world (the principal...
ones are steel, ships...
cars and electrical...
goods). This means...
that any Japanese...
export drive creates...
disproportionate...
problems for these...
same industries in...
other countries.

The steps which...
Japan can take to...
remove these difficulties...
have long been spelled...
out and

is so strong to-day. The...
answer to the second...
is in some respects...
similar. New industries...
which consume less...
raw materials and...
provide more added...
value would alter the...
balance of Japan's...
trade away from its...
heavy stress on...
materials imports and...
free a larger portion...
of the country's...
resources for...
manufactured imports. The...
answer to the first...
could be that European...
exporters must now...
put their maximum...
effort into selling in...
the Japanese market...
and that Japan must...
help them.

But the process of...
easing trade relations...
between Japan and...
the rest of the world...
needs to be viewed in...
a still broader context...
—that of the...
continuing internationalisation...
of the Japanese...
economy. Japan is...
now the third largest...
economy in the world...
after the U.S. and the...
USSR, but its foreign...
trade represents a...
low proportion of its...
GNP (approximately 12...
per cent). More...
important, Japan



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Report from the Sumitomo Bank

Despite the continuing economic pressures in 1975 as Japan began its slow, and still selective, progress toward recovery, the Sumitomo Bank completed its 80th anniversary year with further expanded deposits and increased financial strength.

Expanded Deposits and Loans

Deposits during fiscal 1975 grew 18.6% to ¥7,097,750 million (US\$2,308.7 million). Loans rose by 11.0% to ¥5,432,381 million (US\$1,746.4 million), notwithstanding stricter regulations on the loan volume set by the Bank of Japan. The securities portfolio expanded by 19.9% to ¥1,270,622 million (US\$410.1 million). Earnings were adversely affected by reduced profit margins, but this was largely compensated by the effectiveness of global operations and the additional funds generated by increased deposits. Net income during fiscal 1975 was ¥23,818 million (US\$7.9 million), giving the Sumitomo Bank the highest after-tax profits and earnings per share of any Japanese bank for the 10th consecutive year.

Improved Banking Services

The bank's emphasis on consumer banking was maintained, resulting in a continuing increase in deposits by individual customers. Housing loans grew by 32.4%. On-line cash

deposit machines have been installed in 155 of the 188 domestic branches, providing a complete "automatic teller" system together with the on-line cash dispensers and change makers already in use in all branches.

Worldwide Network

The bank's worldwide network was further improved by the addition of new representative offices in Tehran and Cairo. It now includes eight overseas agencies and branches, seven representative offices, and 14 subsidiaries and affiliates.

Outlook for 1976

While the coming year will be marked by continuing domestic fluctuations and increasing complexity in overseas operations, Sumitomo Bank is determined to remain Japan's most profitable and progressive financial institution, on a basis of full commitment to the interests of society as a whole, and to its shareholders and customers.

The Sumitomo Bank Limited Consolidated Balance Sheet

(As of March 31, 1976)

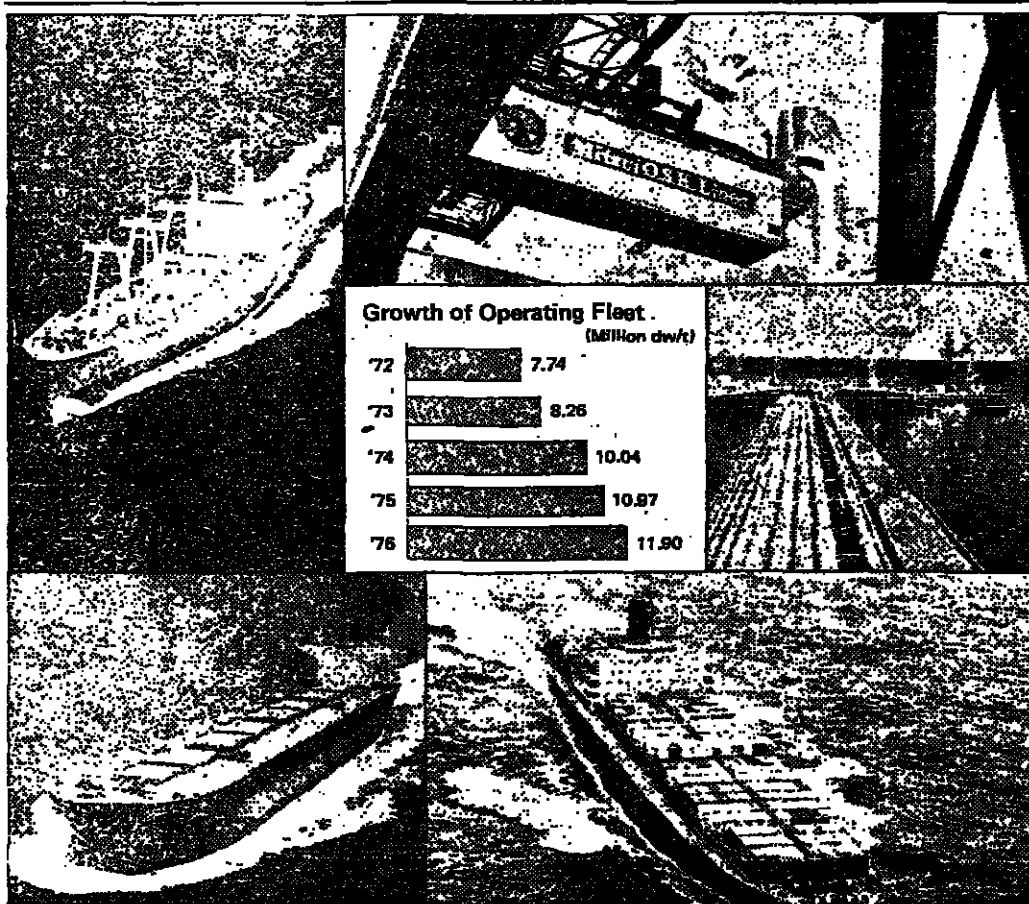
Assets	In thousands of Yen	In thousands of U.S. Dollars
Cash and Due from Banks	1,055,346,880	3,521,932
Call Loans	24,767,839	82,656
Securities	1,127,062,487	3,761,263
Loans and Bills Discounted	5,832,381,148	19,463,978
Foreign Exchanges	591,549,713	1,974,135
Domestic Exchange Settlement a/c, Dr.	131,539,646	438,978
Bank Premises and Real Estate	120,522,884	402,212
Other Assets	42,878,326	143,095
Customers' Liabilities for Acceptances and Guarantees	1,304,928,308	4,354,842
Total	10,230,977,231	34,143,091
Liabilities	In thousands of Yen	In thousands of U.S. Dollars
Deposits	7,097,749,841	23,686,801
Call Money	297,032,478	991,265
Borrowed Money	550,770,169	1,838,045
Foreign Exchanges	182,800,741	610,047
Domestic Exchange Settlement a/c, Cr.	116,075,218	387,369
Accrued Expenses	164,214,672	548,021
Unearned Income	43,741,027	145,974
Other Liabilities	53,701,336	179,213
Reserve for Possible Loan Losses	80,652,959	269,157
Reserve for Retirement Allowances	42,987,361	143,459
Other Reserves	18,678,672	62,335
Acceptances and Guarantees	1,304,928,308	4,354,842
Capital (Paid-up)	66,000,000	220,257
Capital Surplus	5,642,788	18,831
Retained Earnings	206,001,661	687,475
Total	10,230,977,231	34,143,091

U.S.\$1 = ¥299.65 as of March 31, 1976

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JAPANESE INTERNATIONAL COMPANIES II

The spreading network

THAT JAPANESE companies are international can hardly be debated in a world trade setting in which a principal issue is the export market penetration of Japanese firms. In 1975, no fewer than 68 Japanese manufacturing firms had export sales totalling more than \$100m. each, from Nippon Steel's high of \$2,581m to Minolta Camera's \$102m.

Ratios of exports to total sales of more than 50 per cent are not uncommon in those industries where Japan's competitive thrust has been felt most acutely — cameras, television, steel and the like. With 1976's export successes these numbers are no doubt now much higher for many companies.

Investments outside Japan are another measure of internationalisation, and in this regard too many Japanese firms have a significant overseas position. Honda has investments abroad of more than \$100m, with companies like Teijin and Toyo Kogyo not far behind in their foreign investment levels.

Most of these are recent investments — until the late 1960s Japanese manufacturing investment abroad was negligible.

Also most of these investments are small, and it is too early still to judge their success in most cases. Still, Matsushita Electric owns 50 companies incorporated abroad, Toyota about 30, and Canon 25. The networks are spreading.

Numbers of foreign employees are still another measure of internationalisation, and here too some Japanese companies have substantial positions. Sony, for example, was reported to have more than 45,000 foreign employees in 1975, with Toyota and Matsushita at about the 20,000 level. These clearly are substantial operations, in which foreign employees must be occupying positions of management authority.

This summary of the extent to which Japanese firms are international leaves out of account the ambitious networks of facilities and personnel that Japanese trading companies

and financial institutions have been establishing over recent years. Indeed, it could be argued that given the effectiveness of the Japanese trading company in gathering information and carrying out sales activities across the world, virtually every Japanese company has access at a reasonable price to a significant international capability.

A preoccupation on the part of the Japanese with international markets is not surprising, nor is it recent. It has been much heightened by the linkage of export results to the national interest and to the building of a strong nation. Thus both economic interest and less tangible but powerful emotional interest came into play in ensuring a very strong concern with foreign market penetration.

The concern with foreign markets did not, however, until very recently, lead to concern with capital investment for a number of quite compelling reasons. No doubt the long under-valuation of the yen was a major factor. Like the West-

erners, the Japanese looked to the hazards of large investments in volatile currencies, and there is a preference for a low profit margin of direct investment. Moreover, the Japanese have found investment unattractive in the same way, exports from both West Germany and Japan were assisted by the relative position of the currencies.

The conclusion: investment mightily at home, and export as required. It might be added that this process leads to a concentration of investment in the home economy, with attendant cost benefits to the relative advantage of U.S. and U.K. firms who dispensed their investments and no doubt suffered cost disadvantage from the dispersal.

Many other factors slowed interest in foreign investment. The presence and competence of the trading companies meant that marketing investment abroad could be deferred in the case of many products. Also the fast-growing domestic market, with ample labour supply, made domestic investment both attractive and feasible. And with the domestic economy a highly-protected one through the 1960s, the need to invest abroad as a strategic defensive measure against a world competitor did not arise.

All of these factors have changed quite suddenly over the past five years or so. For many important industries, such as automobiles and consumer electronics, the domestic market is mature and growth must come from abroad. The domestic market is open to foreign goods — provided, of course, that foreign firms make an effort to enter and this strategy issues become important in terms of building a firm position in world markets.

Protectionism is now a problem abroad, rather than a domestic shield. This means that the trading company is a less attractive vehicle, since a firm market position in an overseas market requires sales engineering, after-service, brand and image investments and pricing care that trading companies are seldom in a position to provide. Finally, of course, currency values have shifted to make investment relatively more attractive and exports less attractive than before.

Thus Japanese firms have over the past few years begun to be active not only in exports but also in direct investment. These levels of direct investment will grow rapidly. Some care should probably be taken, however, in reading Japanese Government projections of total investment levels. First, most of the amounts of investment have to do with raw material sources, rather than manufacturing. It may well prove to be the case that Japanese firms can obtain by long-term contracts and modes of investment in raw materials at least as great a security of raw material supply as can be achieved by massive direct investment in less developed countries. Japanese sensitivity

to the hazards of large investments in volatile currencies, and there is a preference for a low profit margin of direct investment. Moreover, the Japanese have found investment unattractive in the same way, exports from both West Germany and Japan were assisted by the relative position of the currencies.

There is a further factor that should not be overlooked. It is a curious history that, just as far too, and is compelled to international business considerable complexity issues that it will ever face. The problem is the succession of leaders of Japanese business in the post-war era was trained in the 1920s at when foreign study more and foreign post in the business career normal pattern. So that, marketing, investment figures as Ishizawa and Tashiro of this group, internationalisation and experience have now largely passed the scene.

Simple arithmetic shows the current problem. The Japanese nation was born in 1915 to 1920, when Japanese nation at its peak, when it was not taught, and when the west was at a war. Their early career, perhaps in the force, certainly not with Co. in London or a branch in New York.

Era

These are the precursors of Japan's comp are the least inter all the generations modern era. The nation, born in the university trained in war period, have lived and worked abroad they are yet to enter ranks of management when? If one near national companies, that produce where world costs are low, wherever in the world are highest, that include in their top nationals of man without regard nationality, and i their organisation rather than nation there are no Japanese companies there are any within more.

The logic of the of the market place increasing international This is a long way development of a concept of the firm national approach decisions. The development are a the Japanese case be greatest in term in row world-view th (to) to character managers.

James C. President Bost

Paying their way abroad

JAPAN NEEDS to have a permanent massive trade surplus and must continue to borrow heavily from overseas to finance its increasing direct investment abroad. Internationalisation plans will also require Japan to develop Tokyo into a major world capital market.

It was only after Japan's trade balance began to improve sharply in the early 1970s, with a resultant increase in the capability to borrow abroad, that direct overseas investment by Japanese companies started to rise steeply. According to official statistics, the outstanding balance of direct investments overseas increased from U.S.\$2.5bn. at the end of 1972 to \$8.3bn. at the end of 1975. The tempo of investment slowed down somewhat in 1975 under the pressure of the quadrupling of oil prices, but it has recovered the previous pace in recent months following a rapid improvement in Japan's balance of payments position.

In the same period from 1972 to 1975 the outstanding balance of overseas loans supplied by Japanese companies also increased, from \$1.5bn. to \$5bn. Meanwhile, Japanese banks' net short-term external position turned dramatically from net assets of \$508m. at the end of 1972 to net liabilities of \$13.5bn. at the end of 1975, partly because of the need to pay the increased oil import bill and partly to back up overseas lending in many cases to Japanese companies, which have also issued large amounts of bonds and debentures abroad since last year.

Leading Japanese companies have good reason to expand their overseas investment. Local production in foreign countries will help them by-pass the barriers that may be built up against imports of Japanese goods. Japanese companies also want to increase the use of low-cost labour in the developing countries, because wage levels in Japan are rising and importing foreign labour into Japan is almost impossible. It is also becoming increasingly difficult to find industrial sites in Japan.

Assets

In announcing the end-1975 figures for Japan's external assets — and liabilities, the Finance Ministry went out of its way to point out that the outstanding balance of direct investments is still very low compared with those of other major industrial nations. With the value of Japanese investments represented as 100, the comparative figures were 1,425 for the U.S., 453 for the U.K., and 179 for West Germany.

Mitsubishi Bank research experts said that profit margins from direct investment overseas by Japanese companies were substantially lower in 1975, at an average of 6 per cent per annum, than the 14.3 per cent recorded by foreign direct investment in Japan. This is because Japan's direct investment is only of recent origin and is concentrated mainly in the developing countries.

One estimate, made in 1974 by the World Economic Research Association, commissioned by the Foreign Ministry, predicted that Japan's overseas investment, mainly direct investment, would reach \$27bn. by 1980. Many plans are being considered. For instance, leading Japanese automobile manufacturers are reported to be considering starting local production of small cars in the

U.S. following in the wake of Volkswagen. Both Nissan and Toyota acknowledge that they are studying the problem from various angles since they received invitations from about 20 States in America, although they have as yet worked out no specific plans.

Abandoned

Toyota says it has abandoned its previous stand that it could not start production in the U.S. until the Japanese wage level came more or less in line with American levels. The company is now trying to decide if productivity in the U.S. is sufficiently high to warrant local production by Toyota and whether there is enough demand for Toyota cars to support the 200,000 vehicles a year output it is considering.

Japanese companies' investments overseas are made with their own funds, but they are encouraged or discouraged by the Japanese Government, whose approval is a prerequisite, according to the nation's balance of payments position.

The Bank of Japan set an official monthly quotas for investments of this type during 1975 when Japan's trade balance surplus declined. When the quota for the month had been filled, other plans were deferred until the following month or later. According to industry sources, this measure delayed some essential investments.

Construction of some plants and offices, which had already been in progress, had to be deferred because of an inability to secure funds for necessary materials and parts. Such developments adversely affected the efficiency of some Japanese companies overseas and lowered their profit margins, they said.

The Mitsubishi experts said a rapid increase in direct investments overseas was almost the only practical measure that could be used to improve Japan's invisible trade balance, which has deteriorated seriously since the "oil crisis".

The invisible trade deficit increased from \$1,853m. in 1972 to \$5,431m. in 1975, largely because of an increase in foreign ship charters by Japanese shipping companies, the higher price of bunker oil, a sharp increase in interest payments by Japanese Banks, and larger payments under other items, such as overseas office maintenance costs.

Mitsubishi experts also pointed out that most Western countries, except West Germany, have a permanent surplus in invisible trade balance. The surplus is especially large in the case of the U.S. and Britain, which receive large profits from their overseas investments accumulated over long years.

To increase direct overseas investment by Japanese companies will make it essential for Japan to maintain a massive trade surplus permanently, but Mitsubishi experts are apprehensive. Such a development may not be tolerated by foreign countries. In recent months, imbalance in the trade account has been causing frictions with importing countries, even though the overall balance may be in equilibrium. Yet increased overseas investments are necessary exactly for the purpose of helping the Japanese economy free itself from its present pattern of increasing domestic production first and then making massive exports, they said.

In addition to the massive increase in the short-term external borrowing by Japanese banks, Japanese companies have been raising large amounts of funds through flotation of bonds and debentures. During 1973, issue of external bonds was practically banned by the Japanese Government, which feared an inflow of dollars might disturb the credit squeeze that was in force in Japan at the time. In late 1973 the ban began to be lifted slowly, and external bonds worth \$183m. were issued in 1974. Flotation of such bonds increased sharply to \$1,587m. in 1975 as credit was eased in Japan and is estimated to have totalled \$1,677m. during the first nine months of 1976.

Japanese companies have thus been among the biggest borrowers on overseas capital markets, although securities sources say the pace of their borrowings may slow down somewhat in 1977, as the Japanese Government fears that too large an inflow of dollars into Japan will increase her external reserves, now \$16.5m. to an embarrassingly high level. Japanese companies appear to be unworried about the foreign exchange risks of borrowing in Swiss Francs or D-Mark. Between January, 1975, and September, 1976, Japanese borrowers issued 37 Swiss Franc bonds worth Sw.Frs.2,310m. and 22 D-Mark bonds worth DM1,486m.

Financial officials commented

Continued on next page

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JAPANESE INTERNATIONAL COMPANIES

Trading companies play a key role

JAPAN HAS a unique instrument for promoting its overseas business—the Sogo Shosha, or “general trading company.” Sogo Shoshas go back to the early stages of Japanese industrialisation. The oldest, Mitsu and Company, was founded 160 years ago as the marketing arm of the Mitsui commercial and industrial empire. Originally they were straightforward traders as their name suggests, but now their activities have become more complex and comprehensive.

The top ten trading companies handle about 50 per cent of Japan's exports and nearly 80 per cent of its imports with leaders, Mitsubishi and Matsui accounting for more than 10 per cent each of trade in each direction. Mitsui and Mitsubishi each have well over 200 investments outside Japan in enterprises ranging from iron ore extraction and forestry to operating pizza restaurants.

Inside Japan the big companies (not only the two leaders but other trading company giants like Marubeni, C. Itoh, Sumitomo Seifun and so on) have stakes in innumerable small and medium sized companies which frequently started out as their customers or suppliers (or both) and then were gradually drawn into the trading company orbit. Japan's fair trade commission published a report 13 months ago arguing that the trading companies were engaged in an aggressively expansionist policy which could threaten free competition.

One justification for this view is that the top trading companies have managed to maintain a considerably faster

Misleading

The monopolistic impression created by these figures is, however, misleading, according to the trading companies. The big Sogo Shoshas claim that an important part of their role is providing support, which can range all the way from market research to import and export financing, for small Japanese companies which lack credit standing with the big banks. The trading companies probably saved off bankruptcy among many smaller clients during the 1974-75 recession but they also lost in the process. The top ten holders of bad debts in the autumn of last year were none other than the top ten trading companies, with Mitsubishi Corporation (which lost money in the \$350m. Kohjin bankruptcy) heading the list.

Apart from domestic bad debts there have been occasional cases of Sogo Shoshas burning their fingers outside Japan. The most spectacular was the involvement of Aitaka and Co. (the tenth largest trading company) with the insolvent Newfoundland Refinery Corporation.

Another reason why the trad-

ing companies can claim not to be monopolistic is that they are definitely not repositories of huge sums of capital. The debt-to-equity ratio of the average big trading company is higher than that for Japanese industry as a whole, with Mitsubishi, for example, counting shareholder's equity as less than 5 per cent of its total liabilities. The trading companies rely on massive support from the major city banks (not only those bearing the same name as themselves) for their ability to operate. Their “capital” is the skill and experience of a highly trained workforce. Mitsubishi has over 19,000 employees in its parent organisation and subsidiaries, of whom about 5,000 are overseas. Management grade staff in both companies and in the other top dozen or so Sogo Shoshas are recruited from a handful of top Japanese universities.

It is simple enough to say that the trading companies overseas activities consist of buying and selling plus a certain amount of direct investment. What lies behind this generalisation is more complex. The trading companies are responsible for supplying the huge quantities of raw materials needed by Japanese industry (except for oil, which for the most part is directly imported by the oil industry). They have long ceased to rely on spot purchases in international commodity markets for meeting Japan's raw material needs.

Instead the trading companies master-minded the process by which Japan secured its material supplies over a long period by entering into five or ten-year contracts with suppliers. In cases where Japan has taken the initiative in developing some overseas material resources, the trading companies have done the negotiating and put up the money. Thus Mitsui has stakes in Australia iron and gas production, while Mitsubishi is in Australian coking coal. The big trading companies do not export cars or television sets, to any great extent (to name two of the recent yen trouble makers among Japanese exports). But they do sales outside Japan and inside it for a wide range of other industries. The function which would be regarded as an integral part of the Japanese economy is thus frequently separated from the rest of the business by the trading companies usually foreign exchange risk result from the fact that overseas trade is conducted in dollars rather than in its domestic currency can afford to do so. Their role as both importers and exporters means that the risks cancel each other out.

Differ

The big trading companies claim that they can do so because they are not European. They have a suitable product is far to say that question on which differ. A senior official of the Ministry of International Trade and Industry recently said that European export do better to trade through national trading houses and to give full attention to products. There are no simple answers to the question of how to enter the market, but the Sogo Shosha quote plenty of success in this, as in almost every line of business entered.

Cultural promotion

JAPAN HAS been accused of being too aggressive in promoting exports to Europe and the U.S. It could equally well be accused of being excessively timid about another kind of promotion. Most major western countries now have ambitious and costly cultural interchange programmes, but Japan has arguably done too little too late in this area, with the result that its image in the minds of many people in the West is either out of date or highly unsympathetic. French people, according to Japanese diplomats who have been posted in Paris, tend to dismiss modern Japan as “Americanised.” Americans continue to believe in a country which is a country of cherry blossom and geisha girls, without noticing the conflict between this image and the flood of cars and television sets pouring into their country. The Japanese Foreign Ministry would like to project a more balanced image, but its efforts seem to be handicapped by shortage of cash and a serious lack of confidence. Its lack of success in image building may be one reason why Japan so readily attracts criticism from foreign countries when the country's trade gets out of balance.

Japan's cultural interchange programme assumed its present form four years ago when the Japan Foundation was set up with Government funds to do a job corresponding roughly to that of the British Council. The Foundation has an endowment of ¥30bn. (about £65m.). The eventual aim is to build a total endowment up to ¥100bn., but this depends on the Finance Ministry's willingness to allocate funds in the national budget. In the 1976 fiscal year the Finance Ministry declined to allocate any more funds—so the foundation's endowment remained at ¥30bn.

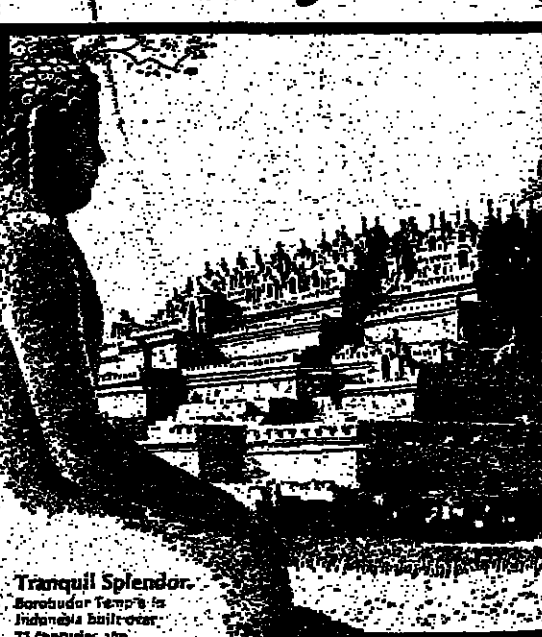
Stress

During its four years operation the foundation has placed its main stress on two regions of the world—the U.S. and South-East Asia—and on one particular kind of cultural promotion—teaching and personal interchanges. The foundation will spend a total of about ¥500m., or roughly one-fifth of its total budget, on conducting these two types of activity in Asia this year and nearly ¥1bn., or about 40 per cent of the total budget—on the same two activities in America. The amount left over for Japan Foundation activities in Europe was not very great. Total European expenditure comes out at ¥340m., or about 13 per cent of the budget. In the U.K. this year the foundation will be spending just over £20m., or about £70,000. The British Council, by contrast, expects to spend about £500,000 on promoting Britain's image in Japan.

Problem

A basic problem appears to be that Japan does not know what people in other countries expect from it, and does not know how to start explaining itself. Another trouble seems to be that some of the aspects of Japanese life which are most appreciated by foreigners living in Tokyo—for example, Japanese food and Sumo wrestling—are not the kinds of things which can easily be included in cultural exchange programmes. Japan is also nervous of being accused of “cultural imperialism,” most particularly in South-East Asia, but to a lesser extent in other parts of the world. Foreign Ministry officials say that the Japan Foundation is interested, in principle, in teaching Japanese through its overseas branches (it now has ten of these including offices in London, Paris, Rome and Cologne). The view is taken, however, that language tuition should not be offered unless the Foundation's opposite number (the British Council in the U.K.) takes the initiative in suggesting that this should be done. Officials at the British Council regard this as an excessively low profile approach. The Japan Foundation is said to be planning a European “offensive” in the near future. Apart from the Foundation there are and have been other positive moves by Japan on the European cultural front. Three years ago when the (then) Prime Minister, Mr. Kakuei Tanaka, visited Britain, Japan presented a cheque for \$1m. to British universities for the promotion of Japanese studies. This does not alter the fact that, as of now, Japan is not doing enough to dispel the European notion that the Japanese are a nation of “economic animals.”

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JAPANESE INTERNATIONAL COMPANIES V

The remainder of this Survey is devoted to profiles by Charles Smith, Douglas Ramsey and Yoko Shibata, of ten Japanese companies operating in ten different fields of activity. They outline the way in which these companies have built up their overseas business, describe the different strategies employed and discuss the way in which their foreign involvement might develop

Dredging success

CONSTRUCTION: PENTA-OCEAN

PENTA-OCEAN sounds an unbroken record for a Japanese company. Mr. Tetsutaro Mizuno, president of what has become one of Japan's most successful overseas construction companies, says it was not a natural choice. He planned to name "Five Oceans" when his family company was looking round for a name in the early 1950s but a business friend told him it was like a chain of restaurants. Penta-Ocean Construction is a dredging company which makes a living out of expertise in handling soil and rock formations. It has become famous in the company which has widened the Suez Canal and is now benefiting from its foresight. Ocean won its first dredging contract in an international competition which it undercut the lowest bidder by some 10 per cent. The company had heavily to build for the Suez job and that the contract was won. There were serious when Penta-Ocean started part of the work excavating rock not the oil mentioned in the contract (the president a piece in his office to point). However, the is was pleased with the and Penta-Ocean won a international tender for of the Canal just he June 1967 war. Suez operations were frozen after that, but pay resumed work in January this year greatly expanded and a contract backed by a Government aid. The w under way at Suez is plan to make the Canal 150,000 dwt vessels by good year, will be worth around

Risen

Overseas contracts were worth 4.8 per cent. of the value of all contracts won by Penta-Ocean in 1971, but by the year the overseas portion had risen to 38 per cent. Part of the reason for this very sharp rise comes from the fact that the construction industry is going through bad times in Japan itself as a result of cuts in Government expenditure on public works. Penta-Ocean expects its domestic business this year to be 20 per cent. below the level of 1975 which was itself not a particularly good year.

Y50bn (more than £100m.) to Penta-Ocean, compared with the 1981 contract. The company hopes to be involved in post 1979 plans for further widening and deepening the Canal to take vessels of up to 200,000 dwt. Egypt is not by any means Penta-Ocean's only international success story. It has about ¥14bn worth of work under way in Qatar (where it was selected on the strength of its Suez performance) and has won international tenders for building a container terminal in Iraq. In Singapore and more recently Malaysia Penta-Ocean is building harbour facilities, preparing sites for major buildings, carrying out land reclamation projects etc. Its total work in the two countries has been worth about ¥80bn to date with over half of this concentrated in the past three years or so.

Mr. Mizuno points out that Japanese construction companies are no longer the cheap bidders on international contracts that they could afford to be when Penta-Ocean got its first Suez contracts. Nowadays Korean and Indian construction companies make the cheapest bids in the Middle East, with the Indians, in particular, quoting prices which may be as low as one-third of the Japanese level. Penta-Ocean gets business these days, according to Mr. Mizuno, because of its expertise and its reputation for reliability rather than its prices. Japanese aid to Egypt has helped as well, of course, and so has the presence of many Japanese investors in Singapore industry.

Penta-Ocean is a publicly quoted company linked to the Fuyo commercial and industrial group which centres on Fuji Bank, but it has only been at the centre of the Japanese business world for a comparatively short time. The company was based in Hiroshima until after it won the first Suez contract, and it was mainly from Hiroshima that it raised the funds needed for carrying through the first stage of the contract. Mr. Mizuno himself is lucky to be alive and running Penta-Ocean. His father was killed by the Hiroshima atomic bomb (which also flattened most of the company's installations). He was out of town when the bomb fell and survived to turn what had been a small family construction business into a major international enterprise.

C.S.

SECURITIES: DAIWA

Pioneering ventures

MR. YUKIO HOSOI, who runs the international section of Daiwa securities, was originally transferred from the home side because his boss thought he needed a "rest cure" after a six-month spell in hospital. Today Daiwa's overseas business is one of its major growth areas, and Mr. Hosoi has a long list of the company's "firsts" outside Japan. Daiwa helped to promote the development of the offshore capital market in Singapore and formed the first Singaporean joint venture merchant bank (DBS-Daiwa) in partnership with the Development Bank of Singapore. It spotted the emergence of the Middle East as a source of offshore dollars before the oil crisis and is the only Japanese security company to have a man in Jeddah (in the offices of the Saudi Arabian Investment Company in which Daiwa hopes eventually to be allowed to acquire a capital stake).

Daiwa has pioneered Arab-Asian dollar bond issues and Euro-Asian issues and has managed overseas bond issues by non-Japanese companies. Its next new venture in the international securities business is likely to be in Europe, but Mr. Hosoi is not giving away any secrets about the details. Daiwa's international business began to assume importance at the end of the 1960s when a bout of inflation in Western industrial countries turned the attention of investors first towards gold and subsequently towards some of the world's less familiar stock exchanges, including Tokyo. In 1968 Daiwa had two overseas offices, in London and New York. Its London office worked a six-day week from the start, which meant that it could supply potential investors on Monday mornings with complete data on the previous week's market in Tokyo.

Largest

Its New York office, in 1969, secured what remains the largest single overseas order for Japanese stocks ever handled in the company's history—a \$130m. order for a mixed bag of Japanese growth stocks from Dreyfus Fund. Big foreign orders for Japanese stocks do not nowadays exceed \$20m. or \$30m. at a time, Daiwa says. In any event the U.S. has been downgraded as a source of investment funds, accounting for only 20-30 per cent. of the total inflow into Japanese equities, with at least 50 per cent. coming from Europe, and perhaps 25 per cent. from Hong Kong. However, Japanese securities com-

panies have long since passed out of the initial phase in which "foreign business" meant simply selling Japanese equities to overseas investors. The broadening of Japan's international relationships in the late 1960s and the strengthening of its balance of payments meant that securities companies became involved in buying foreign stocks for Japanese investors and in introducing foreign borrowers to the Tokyo capital market. In the post-oil crisis phase securities companies, including Daiwa, had to give up these latter activities for a while because the balance of payments was once again under strain. But there was no pause in the development of other kinds of international activities.

One of Daiwa's objectives outside Japan today is to make a name for itself as a provider of merchant banking services. This is something securities companies are prohibited from doing in Japan itself but which the Finance Ministry permits on foreign territory. One of the services Daiwa has in mind is the provision of "go-between" services between Japanese and foreign companies looking for joint ventures or mergers. It has two successful "marriages" to its credit in Saudi Arabia, one between Mitsui Real Estate and a Saudi partner (for housing development) and one between Nippon Yusen Kaisha (NYK) and Saudi interests for starting an oil tanker shipping line under the Saudi flag.

In America Daiwa brought together Shin Nihon Electric and Curtis Mathis of Texas in a deal which resulted in \$1m. worth of Japanese financing for the U.S. partner. Daiwa does not collect commissions from its Japanese clients when supplying go-between services but does get commissions from the overseas companies involved. Daiwa has yet to be granted a banking licence by the Bank of England but in the meantime is accumulating European banking experience through its Amsterdam subsidiary, Daiwa Europe NV. Apart from Europe, which it clearly sees as a growth area, Daiwa is interested in the development of offshore capital markets in Asia—not just in Singapore, though that may remain the main centre, but also in Hong Kong, Manila, Kuala Lumpur and elsewhere. Mr. Hosoi says international business will represent 30 per cent. of Daiwa's turnover in five years' time compared with its present share of 10 per cent. "It could reach 50 per cent.—but that would be too much," he adds with an uncharacteristic note of caution.

C.S.



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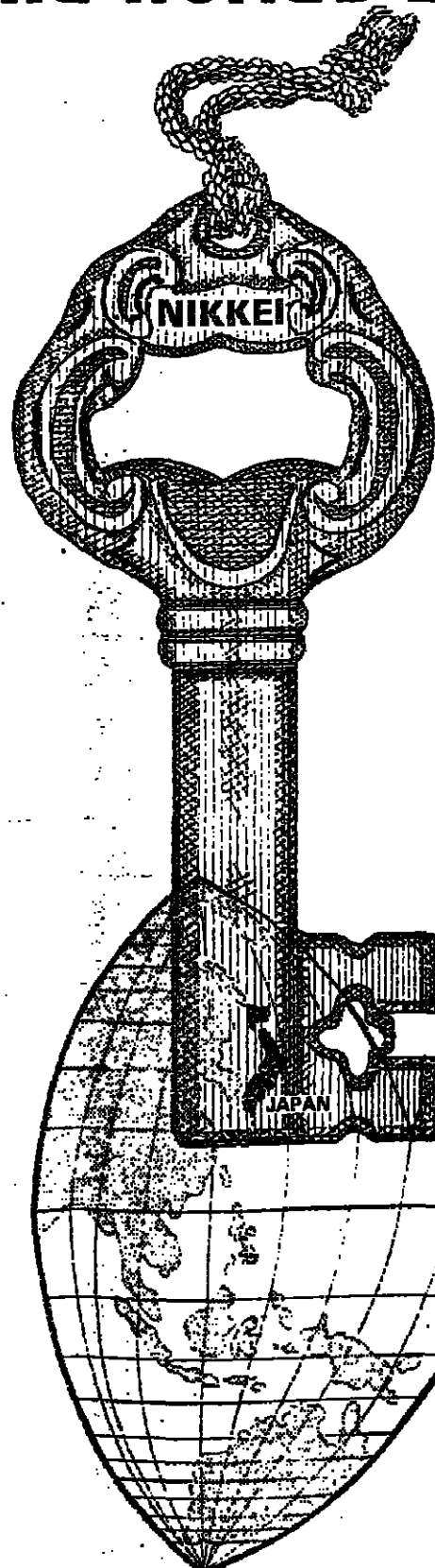
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Name of Media	Circulation	Main Readership
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THE JAPANESE COMPETITOR

by Henry Stokes

—formerly FT Tokyo Correspondent—

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JAPANESE INTERNATIONAL COMPANIES VI

Shrewd investment

CONSTRUCTION MACHINERY: KOMATSU

THE REASON why Komatsu has become a major force in the world market for construction machinery is that it once had to fight hard for its position in its own home market. Komatsu is Japan's biggest (and its only significant) domestically owned construction machinery maker. But a joint venture between Caterpillar and Mitsubishi Heavy Industries which was formed in 1963 has more than one-third of the Japanese market and would probably have a great deal more if Komatsu were less efficient.

In order to stay ahead of Caterpillar-Mitsubishi in the fast growing domestic market of the 1960s Komatsu expanded its domestic sales in Japan by an average of 29 per cent. per year up to the oil crisis year of 1973. The company was wise enough, however, to realise that the home market could not grow at 29 per cent. a year for ever. Because of this it started preparing the ground for a major onslaught on world markets as long ago as the mid-1960s.

These preparations stood Komatsu in good stead after the Japanese construction industry started to collapse following the oil crisis. The company estimates the home market for construction machinery today at half what it was in 1973. But its exports between 1973 and 1975 have quadrupled. Last year it was Japan's 12th biggest exporter, with total foreign sales of just over Yen200bn. (over £400m.).

The first step in Komatsu's export build-up was taken in 1967 when the company opened its European subsidiary (Komatsu Europe NV). During the next six years subsidiaries were formed in the U.S. (six branches in all), Mexico, Panama, Brazil, West Germany and Singapore, while representative offices were established in a dozen or so other places.

Komatsu's exports were running at about 20 per cent. of its total sales on the eve of the oil crisis and were probably far from sufficient to justify this massive investment in foreign outlets. The last three years, however, have made the investment pay off—and demonstrated the speed at which a really well-organised Japanese company can conquer world markets.

Komatsu points out that it took full advantage of the Middle East construction boom which followed the quadrupling of oil prices in 1973 (it was well placed to do this because it had opened a Jeddah office as far back as the mid-sixties). It also got most of the construction machinery business generated by the big Siberian natural resources projects which the Soviet Union was initiating in the early 1970s. Komatsu denies that it undercut the export prices of Caterpillar (still overwhelmingly the world leader) in order to carve a stake in the construction machinery market. It says its international sales have been running at about 25 per cent. of those of Caterpillar during the past year or two and it is not engaged in a bid to force the American giant out of the market. However, Komatsu notes that other European and American companies have tended to drop out of the industry recently, leaving a bigger slice for Caterpillar and Komatsu to share between them. Komatsu also claims a technical lead on some products.

The company predicts that exports will be down by 10 per cent. on last year (some outsiders estimate the fall at 30 per cent.) and says the share of exports in its total sales will be 50 per cent. (55 per cent. in 1975). Komatsu thinks a rise in oil prices this December may put some life back into the Middle East market but it is quite obviously not going to sit back and let OPEC sell its bulldozers for it. It has other options including local manufacture in countries where import barriers are building up and the expansion of non-construction machinery sales.

About 30 per cent. of Komatsu's total turnover is in fields other than construction machinery, including industrial vehicles, presses and specialised machine tools and forging equipment. These fields may be extended if bulldozers come up against a temporary barrier.

Komatsu says that it is not in principle enthusiastic about the idea of shifting bulldozer and other construction machinery production out of its Japan plants to overseas sites. It is extremely hard, the company argues, to match the economies of scale that have been achieved in Japan in any

STEEL: KAWASAKI

Momentous decisions

BEFORE THE oil crisis the Japanese Government was encouraging heavy industry to go overseas, not least the steel industry. Companies began to scout for sites and terms. Then came the oil crisis, slower Japanese growth, and Tokyo cooled to the idea of exporting jobs. All but one of the major steel companies took their cue from the Ministry of International Trade and Industry and shelved plans to build steel plants abroad. Kawasaki Steel Corporation was the exception, and for better or worse, the world's number-nine steel producer is now tied to overseas expansion for its future profitability.

As Kawasaki executives frequently point out, the formal decision this year to help build a mammoth steelworks at Tubarao in Brazil is as momentous as the decision in 1951 to build Kawasaki's first integrated steelworks in Japan. Before that, the steel company relied on its competitors for pig iron supplies, and most experts thought Kawasaki crazy to go into the costly new venture. To-day, the other steel companies think Kawasaki a bit foolish for sticking to its overseas expansion plans. The world steel market, they say, is oversupplied with production capacity, and the Japanese steel market is growing slower than it had done in 20 years.

Kawasaki's logic for going abroad is triangular. First, the company has no room to expand at its two production sites in Japan (unlike the other steel majors), so any capacity increment had to come from overseas. Second, Japanese steel producers depend on foreign suppliers for their iron ore. Kawasaki thinks it can best get a supply guarantee if it works closely with and in the supplying country. Hence the decision in 1974 to invest \$200m. in a slitting plant on Midway Island in the Philippines: the decision last August to lead a group of five Japanese companies into a 49 per cent. stake in the Capatema iron ore mines of Brazil (even though all the steel will be marketed by Companhia Vale do Rio Doce, the majority partner); and the final agreement, also in August, to take a 24.5 per cent. stake in the Tubarao steelworks, alongside Italy's Finisider (also 24.5 per cent.) and Brazil's CVRD (51 per cent.). And third, Kawasaki reasons, if there are growth markets abroad, why not produce there?

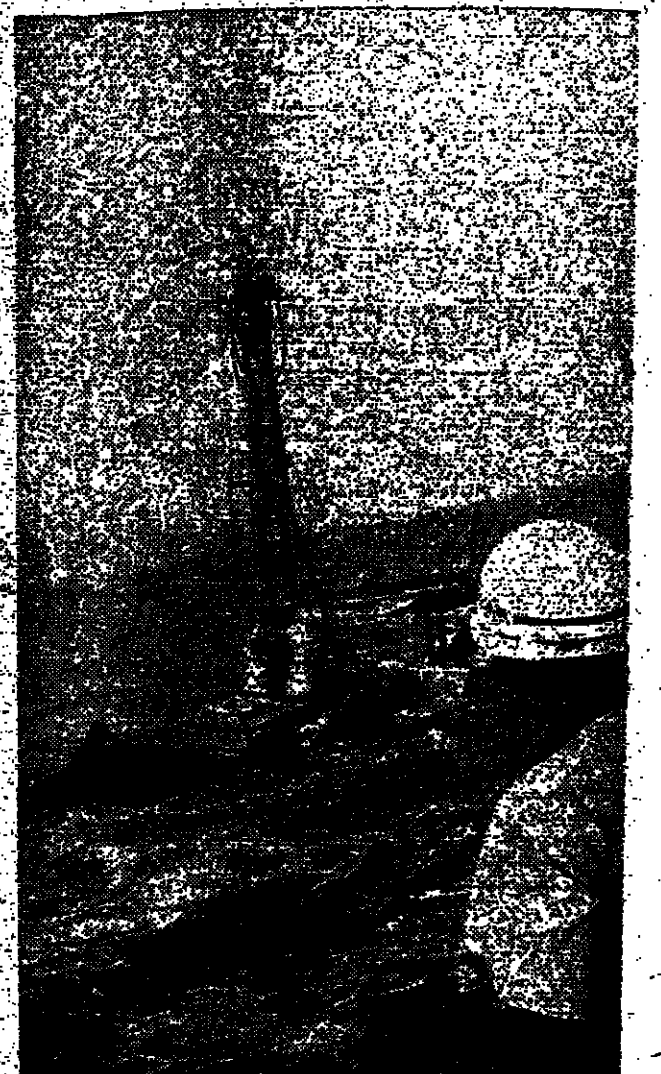
Although Kawasaki officials are loath to admit it, the Japanese market will not be

foreign country. Because of this there will be no Komatsu production in Europe in the foreseeable future and probably nothing in Iran, despite the obstructions recently raised to direct exports by the Iranian Government.

However, reluctance to set up production facilities overseas is not absolute. Komatsu has gone into direct manufacture in Mexico and Brazil. These markets are big enough and Government incentives have been generous.

Komatsu has a history of shrewd investment in technical and other kinds of collaboration with foreign companies. As an instance of its originality in this area it recently signed a one-year renewable contract with the U.S. company, Pullman Swindell, under which the two companies will exchange information on world-wide plant projects and if possible collaborate in bidding for contracts. Many Japanese companies have been reaching the conclusion recently, that tie-ups with foreign partners may be the best way of maintaining export momentum in future, but Komatsu is one of the first to put the principle into practice.

C.S.



A Komatsu amphibious bulldozer. The operator in the foreground.

Diversifying fast

TEIJIN IS the largest polyester maker in Japan. It is also known for its adventurous diversification policy which has included a variety of overseas projects. "Since every star product has a life span we have to prepare the debut of the next leading product," says Mr. Seiji Yamada, the vice-president responsible for "future enterprises". The principle that stars wane is based on hard experience accumulated during Teijin's 50-year history.

The decline of rayon and the appearance of nylon presented difficult problems which reached a climax in 1971 when Teijin withdrew completely from rayon manufacture. At present, polyester accounts for 51 per cent. of Teijin's total sales but Mr. Yamada and others are worried about over dependence on a single product. This fear provided the motive for establishing the "future enterprise headquarters" which has masterminded Teijin's colour, full diversification into such fields as education, medicine, food, housing, cosmetics, car imports, oil exploitation, and cattle farming.

The industry on which Teijin placed its biggest hopes when it launched its diversification programme was oil exploitation. The company has invested in eight overseas oil ventures since 1970 including three in Nigeria, Malaysia, Iran and Malaysia. The most promising of the three, in the Nigerian offshore concession, has now reached the stage of economic evaluation of oil. Teijin's biggest investment, however, was in Iran where it discovered gas after drilling nine test wells, but no oil. The oil programme has cost the company ¥7.2bn. up to now and Teijin says it will have wait "several more

years" for the investment to pay off. Next to oil Teijin is putting its faith in the success of cattle raising ventures in Brazil and Madagascar. A 100 per cent. Teijin-owned cattle ranch was established in Brazil in 1974 and now has 16,000 head of cattle (the eventual target is 60,000, to be reached in five years). Teijin's President, Mr. Shinzo Oya, chose ranching in accordance with the dictum that industries connected with housing, clothing and food are safe even in recession because of their basic human needs.

Teijin also went on the U.S. market this year, establishing a plant in Maryland. Outside basic human needs Teijin has made a name for itself as the Japanese partner in Teijin Volvo, a joint venture company founded in 1974 to market the Swedish company's cars in Japan. None of Teijin's new ventures have shown enough promise yet to become the "main pillar" which may one day be needed to replace textiles. It may be just as well, therefore, that the company has been tightly successful in its overseas ventures in the textiles industry itself. The biggest of these is PT Teijin Indonesia Fibre Corporation (TIFCO), a joint venture for the production of polyester fibre yarn for which Teijin put up 30 per cent. of the capital. Part of TIFCO's production line came on line in March this year and the company will be in full operation by next spring. Teijin says its overseas operations usually take three years to make a profit and pay dividends from the fourth year on.

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TEXTILES: TEIJIN

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Calculating exports

YAMASHIRO LTD. is the leading company in the Japanese shipbuilding industry which probably has the least fear of international competition—computers. Investment in the Japanese computer industry was not fully liberalised until the end of last year. 24 years after the barriers removed from most other sectors of the economy, IBM, however, was established as the barriers were set up (1952) and accounts for a substantial though gradually declining share of the domestic market.

One might expect the major Japanese companies (apart from those which include Hitachi, Toshiba and NEC) to be wholly preoccupied with the competition on home ground, but Fujitsu sees the battle with IBM as being a world-wide contest. Two years ago (in the six months from April to September 1974), exports accounted for 2 per cent of Fujitsu's computer sales. In the six months ended last September, the figure was 10.7 per cent, and 30 per cent, says it will be this year.

Fujitsu stresses two basic approaches to doing business abroad. The first point is the company, apart from a computer manufacturer (computers are now 75 per cent of total sales), is also an electronics specialist. It started out in 1935 as a manufacturer of telephone exchanges and built its first computer in 1954. It claims to be the only company in the world with expertise in the electronics and telecommunications field. The use of such expertise can be demonstrated in 1975 when Fujitsu signed a contract with the Spanish telephone corporation (Telefonos de Espana) and the Spanish National de Industrias (ENI) to supply 500m. worth of telephone switching networks. The contract includes the design, manufacture and installation of Fujitsu's newest and



Workers at Fujitsu's Numazu plant celebrating shipment of the factory's first computer for export.

largest computers (the M-180) plus specialised peripheral equipment for linking computers.

Fujitsu's second principle for doing business abroad is that it makes a point of entering into partnerships with foreign governments, which IBM, with its preference for 100 per cent owned overseas subsidiaries, is usually reluctant to do. The Spanish venture illustrates this principle as well. Fujitsu believes that it would not have won the \$50m. export order if it had not also been willing to form a joint venture with ENI and INI to establish a computer company in Spain. The company, Sociedad Espanola de Informaticas e Informatica, will start building computers and peripheral equipment at its Madrid plant early next year. Fujitsu holds a 30 per cent share in the new company's \$11.7m. capital.

Fujitsu has used a Government tie-up to enter the Canadian market. In July this year it announced that it was taking a 20 per cent stake in Consolidated Computer Inc., a manufacturer of terminal equipment in which the Canadian Government

is a substantial shareholder. Consolidated Computer will be using Fujitsu's know-how to build small-scale computers and will pay Fujitsu 1.5 per cent of its sales income as a service fee. Fujitsu admits to being interested in tackling the Brazilian market through some form of tie-up with the Government, although it declines to disclose

details. It also admits that the principle of working with Governments has one major exception. This is the U.S. market, where Fujitsu has a close and rapidly developing relationship with recently formed U.S. manufacturer Amdahl Corporation. Amdahl was founded by a former IBM executive, Dr. Gene M. Amdahl, and delivered the first of its 470V/5 computers last year. Fujitsu has a 50 per cent stake in Amdahl and is supplying about 60 per cent of the components for Amdahl's machines. Fujitsu has "just" started to manufacture computer parts in a factory in California (but declines to give details of the scale of the operation). It will also be jointly involved with Amdahl in setting up a new company (Amdahl Interna-

tional) to sell 470V/5 computers in Europe and elsewhere. The Fujitsu-Amdahl partnership seems to be based on a pooling of Fujitsu's production experience with Amdahl's basic design ideas and U.S. marketing ability. It differs from the other major partnership in which Fujitsu is involved—its tie-up with Hitachi on basic development work for new types of computers. Fujitsu and Hitachi, after prodding by the Ministry of International Trade and Industry, got together to develop a series of super-large computers, different versions of which are now being marketed by each company. They also co-operate to a limited extent in marketing, but not so far as overseas sales are concerned. Fujitsu has one more principle in its strategy for conquering world markets. It does not believe in going it alone like the British company ICL which has a wholly original kind of software. Fujitsu computers use basically the same kinds of software as IBM computers, so that a customer could make the switch from IBM to Fujitsu without having to retrain its entire data processing system. Fujitsu says, however, that it would be impossible to make the switch in the reverse direction — if anyone ever wanted to.

COMPUTERS: FUJITSU

Zippering up the market

S COMPANY logo boasts fastener around the world. Its own count, YKK zippers reach the moon and back till circle the globe.

YKK's founder, Mr. Tadashi Yoshida, detected early on the need to manufacture on the spot in overseas markets. YKK managers stress the need to provide a wide range of zip fasteners at short notice, with early push abroad, first into exports and then, shipping for deliveries. The Japanese companies in the overseas production boom continued unabated. So, after an initial push into foreign markets (via "dumping" zippers at too-low prices, according to YKK competitors), the company decided to build overseas plants in each case to take over and hopefully expand YKK's export market share.

This YKK has done with a vengeance. Its first overseas facility was opened in New Zealand in 1958, proved a success, and others followed. One of the company's largest plants, at Macon, Georgia, was opened in 1974 at a cost of \$15m. and was the fourth manufacturing site in the U.S. after all sales. Overseas

growth, in short, has been phenomenal. YKK's founder, Mr. Tadashi Yoshida, detected early on the need to manufacture on the spot in overseas markets. YKK managers stress the need to provide a wide range of zip fasteners at short notice, with early push abroad, first into exports and then, shipping for deliveries. The Japanese companies in the overseas production boom continued unabated. So, after an initial push into foreign markets (via "dumping" zippers at too-low prices, according to YKK competitors), the company decided to build overseas plants in each case to take over and hopefully expand YKK's export market share.

Jersey. In 1976 alone, YKK has opened plants in Spain, Bolivia and Brazil, and will soon open its smallest overseas facility to date in Swaziland. YKK owns most of its overseas plants outright, depending on joint ventures only where it is deemed "politically" advisable. So, for instance, the Swazi venture will be 50 per cent YKK owned, 40 per cent held by various African shareholders, with 10 per cent of the shares reserved for individual Swazi shareholders. The plant will at first manufacture zips for domestic sale, but YKK sees the possibility of future expansion as a base for export sales to South Africa, political circumstances permitting.

On the other hand, YKK is planning an Austrian subsidiary which will be 100 per cent held by Yoshida Kogyo K.K. The company decided to build a factory near Vienna to service an expanding market in Eastern Europe (which has been stocked from German or Japanese production sites until now) YKK's decision not to

build a plant in Eastern Europe itself was based on a belief that one plant to cover the entire area would not be enough (because of rivalry between the countries), and the Comecon market would not be large enough to justify the sort of strategy adopted for the Common Market, like building manufacturing facilities in each of the countries. If competitors are correct in asserting that YKK's trade practices were unfair in the first instance, the company has rarely been called to task. In 1973, the Canadian authorities found YKK guilty of dumping its zippers. YKK immediately raised its export prices, and laid plans to produce locally. To-day, the Canadian market gets 90 per cent of its YKK zips from YKK's Montreal plant, and only 10 per cent (specialised zippers) from YKK in Japan. In the U.S., a dumping investigation in 1973 by the International Trade Commission rejected the contention of American zip producers, but the publicly convinced YKK to raise some of its prices and step up its local U.S. manufacturing from the Macon plant.

FASTENERS: YKK

D.R.

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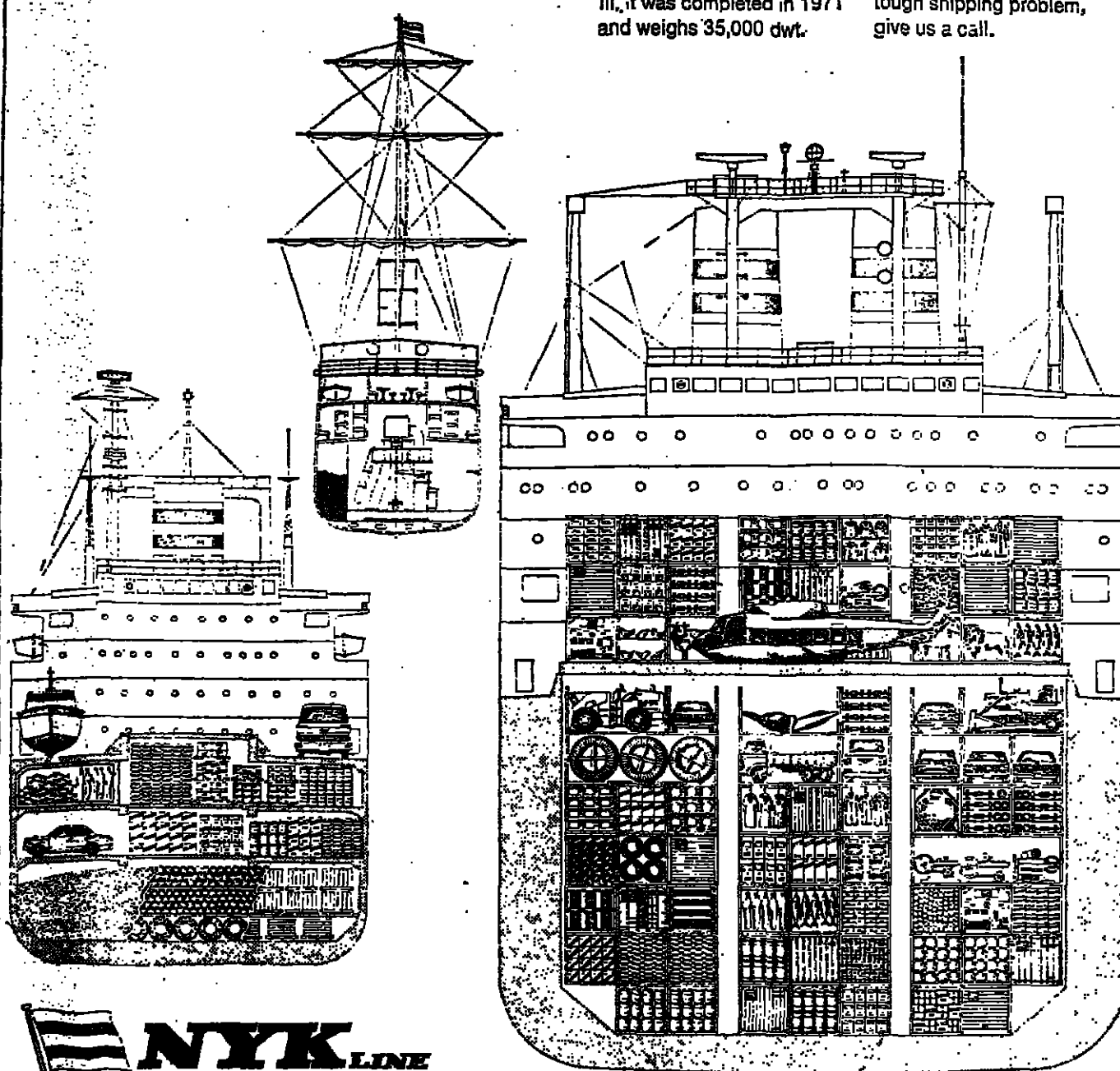
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JAPANESE INTERNATIONAL COMPANIES VIII



A product quality discussion by the assembly line at a Matsushita.

Sauce for the world

FOOD: KIKKOMAN

MOST PEOPLE would probably write off soy sauce as about the least exportable of Japanese products. Not so Kikkoman Shoyu Company which now has an American factory turning out 10,000 litres a year and is planning a manufacturing venture in Europe. Kikkoman is a very long-established company. It has been brewing soy sauce at a plant 30 miles from Tokyo for the last 350 years and now supplies about 35 per cent of the Japanese market—a vast one with the average Japanese consuming more than ten litres per year.

Kikkoman started exporting soy sauce in 1888, the year when Japan opened its doors to the outside world after two centuries of seclusion. Its overseas customers were mainly Japanese emigrants.

In 1949 Kikkoman decided to try to develop a non-Japanese market for its products in the U.S. It succeeded to the point where, in 1973, the Americans were using enough soy sauce for a Kikkoman factory in the mid-

west state of Wisconsin to become an economic proposition. Kikkoman chose Wisconsin because the raw materials for soy sauce, soy beans and wheat, are both grown in the state. It put \$10m into the project and is currently operating the factory at 80 per cent of capacity and plans are about to be approved for a 50 per cent expansion. The U.S. market for soy sauce remains tiny compared with the Japanese one less than 100,000 litres per year compared with over 1m litres for Japan. But Kikkoman accounts for about one third of the soy sauce sold through American supermarkets and at least 75 per cent of the oriental food store market where the main customers are immigrants from Japan, Korea or China. One of the points of developing a

then Holland and Scandinavia. Kikkoman says it too years to open its American factory from the time it listed a wholly owned manufacturing subsidiary in California. The move into Europe was faster but as hefty a cost with a 350-year history, will be minutely planned.

In recent years Kikkoman diversified into wine, drinks, tomato ketchup, Worcestershire sauce, which it itself as well as bottling and Perini's sauce and agreement which came operation last May. The ing behind all these moves comes mainly from the family which founded man in the 17th century retains most of the top in meat positions in the co though nowadays only a portion of the total equity of the Mogi clan and other management staff degrees in business administration from American univer-

Making up lost time

ELECTRICAL INDUSTRY: MATSUSHITA

"MAYAMOS NUESTRAS fuerzas, contodo el corazon y el fin de construir un nuevo y gran Peru, tabajando con entusiasmo y produciendo sin cesar... arriba la industria, arriba la industria, destaquemos las union de Nacional Peruana."

Thus runs the company song of National Peruana, a fully-owned subsidiary of Matsushita Electric Industrial Company. The emphasis on all-out efforts for growth and industry is obsolete — the song sung at Matsushita headquarters in Osaka was changed two years ago. It now talks of "love, light and a dream." Matsushita Electric, and sounds ridiculously Chinese with its refrain to "let us bind together a world of blooming flowers." Of course, the company song falls flat on

western ears, but at Matsushita, the new song (for use in Japan) and the old (for foreign manufacturing sites) betray a strong undercurrent of feeling inside the company that the future may hinge on its ability to export workers overseas to repeat the Japanese miracle of the 1960s and early 1970s.

Matsushita is starting up production at its new Welsh colour television plant in November, the most recent in a long line of foreign ventures which have pushed it to a leading position among world electric appliance makers. Indeed, a search through company records turns

up the surprising fact that the producers of National Panasonic, Quasar and Technics equipment started overseas production in 1938. The war put an end to those first Matsushita activities in Japanese-controlled Manchuria and Korea, and it was not until 1959 that the company began again to push overseas (with the creation of Matsushita Electric Corporation of the U.S.). But the company has made up for lost time.

If there is one consistent theme to Matsushita's growth strategy, it is the need to manufacture inside growth markets. To-day, with 25 manufacturing

sites abroad, Matsushita exports only 20 per cent of its Japanese production (compared with 53 per cent for Sony, also a major Japanese manufacturer overseas). This theme explains the Wales factory: at the company's Osaka headquarters, executives unashamedly admit that the decision to manufacture in Britain was taken in order to gain a foothold in the European Economic Community. Until now, it has only collaborated with Philips in a Belgian dry battery factory. The time had come (with growing European resentment of unemployment-fostering Japanese exports) to build appliances on a larger scale. Wales is first, but others will follow.

JAPANESE DEPARTMENT stores have a poor track record in setting up business abroad. Several went into the American market in the 1960s, later pulling out or scaling down their activities because the U.S. market was already saturated with large retail businesses doing their own importing of Japanese goods. One Japanese company that stayed away was Daimaru, to-day the country's second-largest department-store chain with estimated sales this year of about \$1.2bn, and an average profit of \$10m in the last three years. Now, Daimaru has embarked on a careful but seemingly profitable path to overseas business, and merits watching.

Daimaru's presence in Europe is limited to its Paris subsidiary (opened in 1973) and a new outlet in Lyon (in turn a subsidiary of Daimaru's French holding company). According to company officials, a 14-year gap before Daimaru

RETAILING: DAIMARU

the European venture is a modest one: it is designed to "acquaint" buyers with Japanese goods (as well as cater to Japanese residents and tourists). It aims at the very top end of the market, and Daimaru hopes to generate large-scale sales through French department stores rather than its own branches. Other European ventures of this sort may follow, but for the moment Daimaru is putting its eggs in another basket: South-East Asia.

Daimaru has two large operations in the region: Hong Kong and Bangkok. The Hong Kong operation, opened back in 1960, is the bigger of the two, but because of costly rents also the less profitable (although it never loses money). There was

opened in Bangkok in May 1974, but its experience with Thai Daimaru (capitalised at just over \$1m.) will probably mean less time before the next South-East Asian venture.

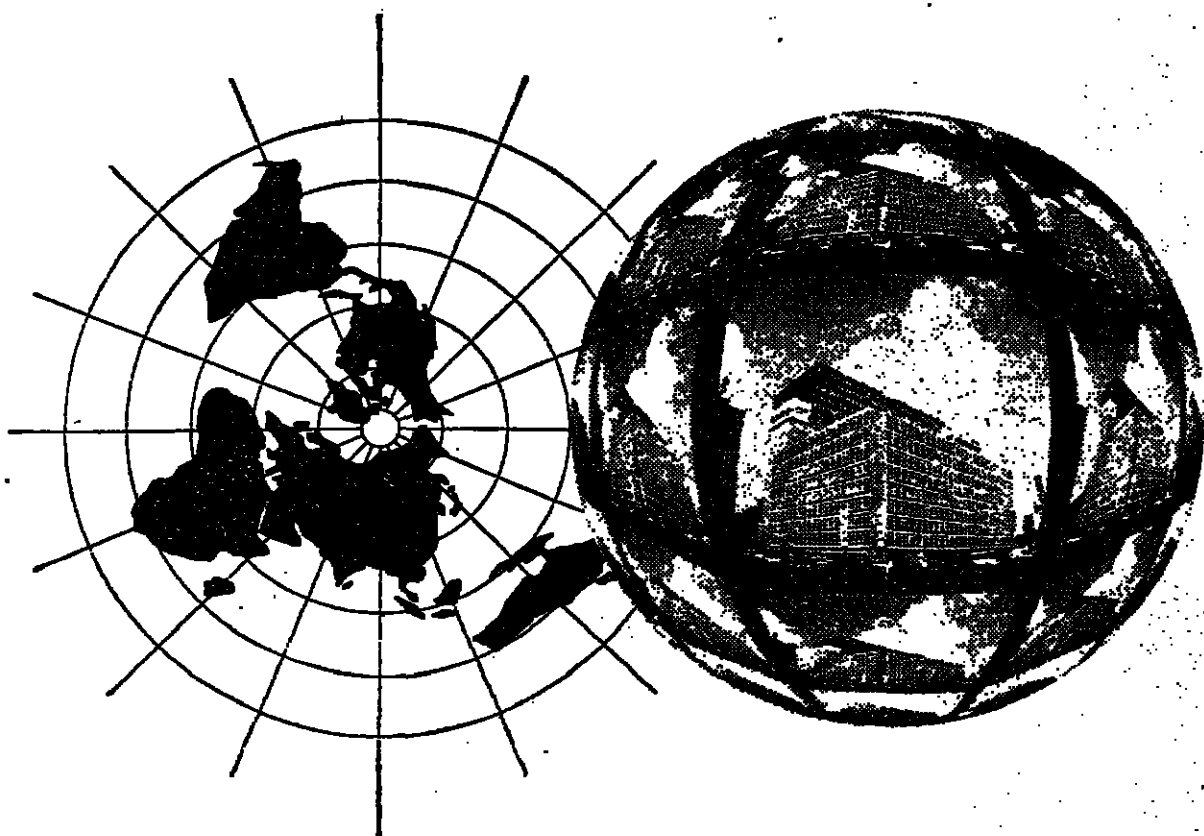
Already, Daimaru has sold its know-how for the creation of department stores in Burma and the Philippines, and has formal proposals from local investors to set up Daimaru department stores in both Manila and Singapore (with Jakarta not far off). The proposals are still being studied at Daimaru's Osaka headquarters, but the company's success in Bangkok probably means it is well suited for the new ventures.

The cornerstone of its operation in Thailand is to provide Thai articles to the Thai public. Thus, 85 per cent of the goods

made in Thailand, 10 per cent in Japan and 5 per cent in Europe. (By contrast, 100 per cent of the merchandise is Japanese in Paris, cent.) In this way, Daimaru brings in its retailing to pioneer local products has returned a steady since opening.

In a parallel attempt to local acceptance of brand stores, the decided to sell large shares to domestic investors. It retains 55 per cent Hong Kong venture and per cent in Thai (although Japanese both). It is this sort of that has attracted investment Singapore and Manila could make Daimaru a leading Japanese name growth retail markets.

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Handwritten text in Arabic script: "هذا من الجيد"

Labour troubles and fragmented responsibility are delaying crucial British industrial sites. Kevin Done reports from Redcar

Heartbreak House on Teesside sites

NG DELAYS on large industrial sites like the new steel works have been extensively reported. To the clients, in the nationalised industry, the particular management weakness increasingly to be the source of problems.

The unwillingness of plant manufacturers to be involved in the vital management. These, as the clients say, is so back and handing job of installing equipment to numerous sets of actors. This management is being created at a point where control is needed.

But the BSC is willing to stand comparison with competitors in either Europe or the U.S. on such primary factors as design, and process specification, and to claim a performance on controlling actual capital spending compared with originally estimated costs that is as good as any in private industry.

Bogged down

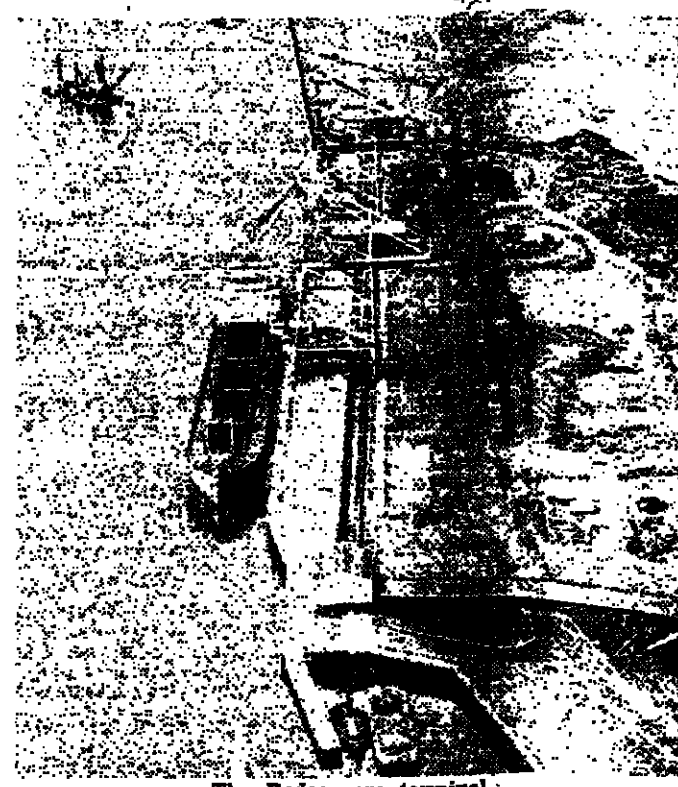
But the favourable comparisons end at site performance. At Redcar the civil side of the project has gone quite well, but work became bogged down on the mechanical engineering side with endless disputes among the workers of the scores of contractors and sub-contractors. The major question facing clients is how to induce a more positive attitude to site construction among the process plant makers. For the civil contractors the site is their factory, the place where all their energies are concentrated. For the plant makers the site is the poor relation. As little as 20 per cent of the value of each contract is derived from site installation. The 80 per cent comes from work done in the factory, before equipment ever reaches the site, leading plant makers to consider the site as something of very secondary importance.

Several major process plant makers who previously had

directly employed construction workforces, no longer do so. They now engage sub-contractors. At the same time as the construction sites have become bigger and more complex, the workforces have become more fragmented between growing numbers of sub-contractors. There is too little continuity of employment for the construction workforces for such work to be a good business proposition for the process plant makers, and the sub-contractors tend to be small concerns ensuring greater flexibility in switching from contract to contract. Thus thousands of workers can be employed on any given site, sufficient to run a substantial factory, but without the factory conditions of overall management stability across the whole workforce. Where there should be the greatest application of management resources, the reverse is often true.

The competence of site management can only be improved according to this argument within the general framework of a unified contract package to "design, supply and install." Undoing this package reduces the main contractor's interest in site construction, the argument runs, and weakens the management chain. Too often in the past insufficient attention in awarding contracts has been paid to the mechanisms by which main contractors will control their hands of sub-contractors. Too many deals have been done purely on reputation.

Secondary contractors create the great problem for the client by weakening the chain of accountability. Clients argue that if sub-contractors are used to install and erect plant and equipment, a convenient escape route is created for the manufacturer if the plant does not function satisfactorily.



The Redcar ore terminal.

The civil contractors, by contrast, have generally acquired themselves well. Flexible industrial relations have allowed them to come more successfully through the minefield of national agreements, site agreements and area rules. (With such complex workforces at least three nationally negotiated agreements are involved on one site—a green booklet for the electrical contracting industry, a blue book for the civils and a blue book for the mechanical construction engineering agreement.)

In inter-union fights, demarcation disputes, political subversion, the threat of redundancy, claims for massive severance bonuses and completion pay-

menting Workers have formed a committee of shop stewards to co-ordinate the actions of the 2,500-strong workforce on the site. The civils have found this unnecessary for their 1,500 men. When the mechanicals act, they feel they must do so in strength. They feel they are dealing with management that cannot make decisions, the shop stewards say.

When disputes arise they find that management levels that really count are inaccessible. At the level at which they are forced to deal they find management's hands are tied by the client, BSC. They have tried to arrange regular meetings with the contractors' sub-committee, but say they have always been refused. In a situation mirrored across the country, they say, contact has all but broken down between men on the site and their national and local full-time union officials.

The mechanical workers clearly feel themselves the poor relation on the site, often earning as much as £2,000 a year less than their colleagues on the civil side, who can pull in as much as £8,000, and who have often negotiated far more favourable bonuses and severance payments.

Their talk is peppered with dissatisfaction. The siting of ambulance points; canteens that don't function; high charges they face from local landladies sometimes to sleep six to a room; the difficulties of installing equipment that does not fit and may have to be sent to the Continent for expensive re-drilling; the lack of incentive to finish a job, but above all the necessity of waging fights over "rights, principles and conditions." As one of the shop stewards complained: "It is management small-mindedness, they are not living in this century."

tors' stewards is apparently to enter another world. According to Mr. Blackburn, "The biggest thing is industrial relations. If you set up dispute procedures that are clearly defined and workable, you will never get a problem. It's when this gets blocked that you get men walking off the site."

"The troubles are happening mainly with the mechanical unions. They do not have good relations with the management or good grievance procedures. We have procedures to get from the lowest to the highest echelons of management very quickly. No barriers are put in our way, but the mechanicals have not got this rapport. They are up against a brick wall and have to solve their problems in other ways. We can go straight from digging a trench to the agent's door."

The civil contractors have shown themselves to be far more amenable to concluding bonus agreements favourable to their workers—witness the Laine settlements at Graythorpe, to get their oil platform jacket completed. The method of buying off trouble with money has caused resentment and anxiety among many contractors and clients in Teesside. With such a concentration of major construction sites the handwaggon effects of bonus claims and the like is great.

But Mr. Blackburn insists that its enlightened management policy has kept the civil workforce largely peaceful. "The men respond to open, honest management, nothing is disguised to us, they bring the balance sheets, and we know how far we can go without destroying the company. We are all there for the same reason—to build a site." Disagreement might come, however, when you decide

how quickly to build the site. "We believe in job completion, then you have an industry ready to employ people on a consistent basis. The mechanicals think that by extending and prolonging a particular job you can get more work out of it that way."

Agitation

A recent dispute among Mowlem's tunnelling workforce sheds interesting light on outside political agitation and BSC's overall management of the site. Agitators arrived from various parts of the country to picket the site and foment trouble, but an awareness of their intentions denied them the support of the civil engineering workers across the site. But BSC security was seemingly so lax that the agitators had open access to the site. One flying picket was actually to be found in a BSC security checkpoint phoning friends around the country. According to Mr. Blackburn bricks have disappeared from the site by the million, and scaffolding by the lorry load. But such incidents are only sidelights on the continuing disputes. The NEDO report blamed the "vicious circle of inefficiency and delay on poor industrial relations" a finding echoed by Mr. Blackburn. "There's only one major factor, industrial relations, and that can't be stressed enough."

Letters to the Editor

Key supply

Mr. Hughes.
Mr. Blackaby's adherence to a dogma (November 4) to conclusions which are not supported by a policy target rest on the fact that the monetary available are in that the achievement of the institutions and in money supply is only a policy indicator and should be regarded as a policy

I argue that improvement of the frequency and of monetary statistics is overdue. Their present frequency however are not to prevent a monetary target being set one year in advance. The example of the U.S. example of targets one year in advance has led to enviable confidence in the monetary authorities. It has been shown that the changing the targets of emerging developments and the argument that the policy of institutional is the prime cause of fluctuations in the money market is spurious. The target of the last 18 months that changes in the money supply have been more than the net acquisition of government debt by the private sector. In other words, the monetary policy is the result of the private components. Now, this, how can it be in investment and in the Government's objectives are hastily changed by considerations?

It is Government real growth and inflation changes in their objectives should be over to it may be that of monetary targets are difficult for many. Both points how in favour of a more system for setting targets along U.S. lines, in destroying the case introduction.

The present situation is that it matters a great deal to the future of the liquidity. One suggestion that sales of the insurance company no longer in debt in the second current fiscal year amounts to £200m. if by the type of business the insurance company seeks to attract, there is little the broker organisations can do about the commission basis as has been shown many times in the past years.

Mr. Griffiths will agree that in a fee charging consultancy he is able (and the non-professional agent is far less able) to charge his client fees according to the level of services rendered, with the rider that his services are not deserving of his services if he does not wish to pay a professional fee. An equally important feature is that Mr. Griffiths need no longer face financial loss to his company if he directs his client to those highly reputable and indeed market leaders in the investment field who pay little or no commission.

Letters to the Editor

Fine tune the boiler

From Mr. D. Tronside.
Sir, Mr. Chapple can obtain most of the improvement in boiler efficiency for which he takes in the fifth paragraph of his letter (Nov. 5) if during the summer he sets the thermostat on his boiler very high (so that it is only a safety device) and has the wiring re-arranged so that during the "lock on" period the electricity supply to his boiler goes through a thermostat on his hot water cylinder. Thermostats intended for this purpose have a large differential between the "on" and "off" thus giving longer intervals between periods when the boiler is working.

From Mr. R. Tronside.
Weston, Cuck Hill, Shipham, Wiltshire, Avon.
Industrial relations
From Mr. R. Scott.
Sir, Mr. M. Evans (November 4) should not, we submit, greet his Aunt Sally and then throw stones at them. A closer examination of our letter would reveal that we were advancing a

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Brokers: Commission or fees

From the Chairman.
Philip Glenon Associates.

Sir, My friend, Mr. Mark Griffiths (November 4) presents a reasoned critique and of necessity an apology of the existing commission structure for insurance brokers. It is not too difficult, however, to use his argument to support the increasing development of fee charging consultancies in the insurance and financial sector. These consultants are not remunerated by the insurance company. Hence the insurance company no longer has control over the commissions payable which themselves are, needless to say, determined by the type of business the insurance company seeks to attract. There is little the broker organisations can do about the commission basis as has been shown many times in the past years.

An illustration of the mechanics behind the fee charging philosophy is afforded from the pensions field. (a) In the past insurers have received a significant complaint from the public that the rate of commission is too low. (b) In high inflation

Letters to the Editor

Life of the gas reserves

From Mr. J. Goodland.
Sir—Before we throw our caps in the air at the prospect of fresh supplies of natural gas from Frigg next year and Brent in the early part of the next decade it would be wise to consider the life of proven reserves over which the U.K. has firm contracts, and their deployment to the best advantage of the British economy.

According to the Government's "Brown Book," proven reserves in the southern basin amount to 562bn. cubic metres and in the northern basin 263bn. cubic metres, making a total of 825bn. cubic metres. At the current yearly rate of extraction of 35bn.

Life of the gas reserves

times, potential investments from individuals are being spent and insurance companies have looked to a more profitable and inflation geared income source. Pensions scheme business fits the bill—especially for individual arrangements for directors and executives often associated with higher premium levels. (c) The Life Offices Association recently drew up the commission "carrot" by increasing commissions particularly on individual pension business. At the same time we have seen a rush of insurance companies now entering this field with new contracts. (d) On a £10,000 premium it is not unknown for the most incomplete intermediary to pick up £5,000 when, I return to my main argument, he would not have requested £50.

For the professional broker, high initial income does not necessarily assist his long term cash flow but there can be no doubting that it does assist the short term position. The professional broker's remedy appears to lie in his own hands, though I appreciate his complaint of unfair treatment will then be levelled not against the commission rate being paid to the non-professional intermediary but against the insurance company's competitive fees when the latter deals directly with a potential client.

The broker's ultimate defence against part time agents and commission rates controlled by the insurance companies is (somehow cynically) to create on a fee basis a solicitor/barrister structure incorporating monopoly access to insurance companies. Philip M. Glenon, Manchester House, 86, Princess Street, Manchester.

Letters to the Editor

The pound and exports

From Mr. A. Faupel.
Sir, Mr. Shaw (November 3) is of course right in theory just as it follows that if it takes one boy one hour to mow a lawn it should take two boys half an hour whereas, boys being boys, it might well take them two hours. Provided the exporter has a monopoly of the goods he is exporting, he could maintain his price in the event of a fall in sterling.

In real life, however, exporters have to compete with other exporters to whom they would quickly lose out if they followed Mr. Shaw's idea. The solution is for the Government (unless it can guarantee the stability of sterling) to require all exporters to invoice in hard currencies.

It is hardly necessary to mention that, as exporters generally sell in sterling and frequently give up to 150 days credit, overseas buyers this year have received an unconvenient bonus of up to 25 per cent when they came to meet their bills. The bonus is even greater in the case of the long-term sterling credits sponsored by ECG guarantee. In the light of experience these seem to reach the height of folly.

A. P. Faupel, Faupel Brothers, 67, Clerkenwell Road, E.C.1.

GENERAL

Treasury issues figures of Central Government financial transactions (October), including borrowing requirement.
European Central Bankers and two-day meeting, Basle.
Prime Minister expected to speak on Government's future education policy, Wandsworth School, Finsbury Park, N.4.
Negotiations open in Brussels between EEC Commission and U.S. representatives to permit EEC fishing fleets to operate inside planned American 200-mile limit.
European League for Economic Co-operation dinner, following conference on "Europe and the

To-day's Events

Arab World, Grosvenor House, W.1.
Sir Harold Wilson, MP, opens National Society for Mentally Handicapped Children art exhibition, Lufthansa, 23, Piccadilly, W.1.
Mr. Ian Trethowan, managing director, BBC Television, speaks at Industrial Society lunch, 3, Carlton House Terrace, S.W.1.
CBI Yorkshire and Humberside Regional Council meets.
Sir Lindsay Ring, Lord Mayor of London receives Danish Parliamentary delegation, Mansion House.
Mr. F. F. Wolff, chairman, Committee of London Metal Exchange, speaks on "Social Responsibility—What I do for my Neighbour" St. Lawrence Jewry next Guildhall, E.C.2, 1.15 p.m.
Church of England General Synod, Church House, S.W.1.
Scottish Parkmaking and Printing Exhibition opens, Kelvin Hall, Glasgow (until November 13).
PARLIAMENTARY BUSINESS
House of Commons: Consideration of Lords amendments to Education Bill.
Commons Select Committee on Nationalised Industries (Sub-Committee A). Subject: British

To-day's Events

House of Lords: Aircraft and Shipbuilding Industries Bill, third reading. New Towns (Amendment) Bill and Sexual Offences (Amendment) Bill, report stages.
OFFICIAL STATISTICS
Provisional figures of vehicle production and estimates of new car registrations (October).
COMPANY RESULTS
De La Rue (half-year).
COMPANY MEETINGS
Gallenkamp (A.I.), Winchester House, E.C.2, 11.30. Staffordshire Pottery, Stoke-on-Trent, 12.30. OSEB.
English National Opera production of Rigoletto, Coliseum Theatre, W.C.2, 7.30 p.m.

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THE SOUTH AFRICAN BREWERIES LIMITED

(Incorporated in the Republic of South Africa)

INTERIM REPORT

for the six months ended 30th September, 1976

FINANCIAL RESULTS

Consolidated income statement

The unaudited results of The South African Breweries Limited and its subsidiaries for the six months ended 30th September 1976, compared with the six months ended 30th September, 1975, and the year ended 31st March, 1976, are as follows:

	6 months to 30.9.76	6 months to 30.9.75	12 months to 31.3.76
Turnover	R600,806	476,631	1,194,966
Operating income before interest and taxation	44,572	35,522	102,245
Net interest paid	11,111	8,099	19,353
Operating income before taxation	33,461	27,423	82,892
Taxation	13,959	10,003	27,445
	19,472	17,420	55,444
Attributable Group interest in net earnings of associated companies and a subsidiary not consolidated	1,293	412	1,220
Operating income after taxation	20,767	17,832	56,664
Attributable to outside shareholders in consolidated subsidiaries	4,134	4,114	11,011
Preference dividends	16,633	13,718	45,653
Operating income attributable to ordinary shareholders	14,245	11,560	41,106

	Cents	Cents	Cents
Earnings per ordinary share	6.50	6.47	20.88
Dividends per share			
8.0% cumulative	6.2	6.2	12.4
7.0% convertible redeemable cumulative	3.5	3.5	7.0
5.0% redeemable cumulative	2.8	2.8	5.6
8.0% convertible redeemable cumulative	4.0	N/app.	4.0
7.0% cumulative	3.5	N/app.	3.5
Ordinary shares	2.5	2.5	5.0

	30.9.76	30.9.75	31.3.76
Fixed assets	533	433	537
Current assets	455	323	427
Total assets	988	756	964
Current liabilities	259	185	260
Long term liabilities	221	174	197
Total liabilities	480	359	457
Ordinary shareholders' equity	341	248	332
Preference capital	74	66	71
Outside shareholders' interests	95	83	94
Total capital	506	397	497
Net asset value per share	R2.32	R2.22	R2.27
Financial ratios			
Interest bearing debt/Equity and preference capital	69/1	71/1	61/1
Total liabilities/Total capital	94/1	90/1	92/1
Current assets/Current liabilities	1.76/1	1.75/1	1.64/1

EQUITY ACCOUNTING

It has been decided, with effect from 1st April, 1976, that the post acquisition results of associated companies be incorporated in the consolidated financial statements on the equity accounting basis. For this purpose an associated company is one in which the Group owns between 20% and 50% of the equity capital and in which it has the power to exercise significant influence over the financial and operating policies.

FIXED ASSETS

As at 1st April 1975, a detailed assessment of the current values of fixed assets in the Group was made and revealed that these values were some R50m. in excess of the book values thereof. No further such revaluation has been undertaken since that date.

At 30th September 1976, capital expenditure commitments aggregating R34m. (1975 - R38m.) were outstanding and a further R38m. (1975 - R46m.) had been authorised by the Directors but not committed.

DISPOSAL OF SUBSIDIARY

The investment in Glenilton and Mitchell Limited was disposed of, with effect from 1st April, 1976, for a cash consideration of R12m.

COMMENTS

The Chairman in his June statement said that real economic growth was unlikely to be achieved this year and accordingly the Group could expect a decline in turnover growth. He indicated that an increase in earnings per share was not anticipated.

These forecasts are proving to be correct because after adjusting Group turnover figures for turnover in respect of Stellenbosch Wine Trust Limited ("SWT"), which company became a subsidiary on 1st October 1975, comparable Group turnover only increased by 12% compared with an 18% increase in respect of the year ended 31st March 1976.

The increase in operating income failed to keep pace with the turnover increase mainly because profit margins on beer sales in the Republic were lower than those achieved in the previous year. This was caused by a policy of phasing price changes following excise duty increases at the beginning of the financial year. Your Group's liquor interests have performed substantially in line with that of the industry which, for the first time for many years, has shown little or no real growth. In addition increased net interest paid arising from higher rates and the inclusion of borrowings associated with the consolidation this year of SWT were not recovered by way of incremental operating income. A higher effective tax charge brought about by the increase on 1st April, 1976 of corporate tax rates, a lower incidence of capital investment allowance and a reduced level of assessed loss utilisation brought forward from prior years, impacted on net taxed profit.

In the event profits attributable to ordinary shareholders increased by 23% to R14,245,000 and the improvement was sufficient to service the increased share capital at approximately the same rate as last year, namely, 6.5 cents per share. Your Board decided to maintain an interim dividend of 2.5 cents per share.

BALANCE SHEET

An unaudited consolidated balance sheet at 30th September 1976, is published for the first time and shows an increase in assets of R34m. compared with 31st March 1976. The asset increase was financed entirely by way of retained profits and increased term loans. A comparison with 30th September 1975 is not relevant, except in so far as ratios are concerned, because of the distortions caused by SWT becoming a subsidiary on 1st October 1975.

The Group has ample local and overseas short and medium term facilities to meet its anticipated future capital requirements and there is likely to be an improvement in ratios at the year end.

FUTURE PROSPECTS

In the Republic, a continuing downward trend in private consumption expenditure is likely. In Rhodesia a similar trend is anticipated but here the position is aggravated by the extremely unstable security and socio-political situation. Against this background and a continuing high rate of inflation, it is expected that Group turnovers during the remainder of the year will reflect a further slowdown.

The profit margins of all Group companies are expected to remain under pressure. However, price increases which have been implemented since 1st October in the Beer Division will improve the Division's profit margins.

In all these circumstances it is difficult to forecast earnings accurately. Subject, however, to unforeseen developments during the remainder of the year not adversely affecting disposable income and consumer spending patterns, your Directors believe that there is a reasonable prospect of the Company either achieving or coming close to achieving last year's earnings per share, in which event the Directors would maintain the final dividend at the same level as that of the previous year.

For and on behalf of the Board
F. J. C. Cronje (Chairman)
R. J. Goss (Managing Director)

2 Jan Smuts Avenue
Johannesburg 2001
8th November, 1976

DECLARATION OF INTERIM DIVIDENDS

NOTICE IS HEREBY GIVEN THAT on 8th November, 1976, the Directors declared the following interim dividends, on account of the year ending 31st March 1977, payable on or about 31st December, 1976, to shareholders registered on 28th November, 1976:

ORDINARY SHARES

An interim dividend of 2.5 cents per share (last year's interim dividend of 2.5 cents per share).

PREFERENCE SHARES

Interim dividends calculated in respect of the six months ended 30th September 1976:

Class	Nominal value per share	Dividend per share
8.0% Cumulative	R2.00	6.2 cents
7.0% Convertible Redeemable Cumulative	R1.00	3.5 cents
8.0% Redeemable Cumulative	R1.00	4.0 cents
7.0% Cumulative	R1.00	3.5 cents

The foregoing dividends are declared in the currency of the Republic of South Africa. Warrants in payment will be posted on or about 31st December, 1976, to members at their registered addresses or in accordance with their written instructions and will be despatched from the office of the Transfer Secretaries in Johannesburg to all payees except those to whom payment will be made from the office of the London Secretaries of the Company (Barnato Brothers Limited, 99 Bishopsgate, London EC2M 3XE).

Any instructions which will necessitate an alteration in the office from which payment is to be made must be received on or before 26th November, 1976.

Payments from the office of the London Secretaries of the Company will be made in United Kingdom currency calculated by reference to the rate of exchange ruling on 15th December, 1976 or at a rate not materially different therefrom.

South African Non-Resident Shareholders' Tax at the rate of 12.53% and United Kingdom Tax will be deducted from the dividends where applicable.

The Transfer Books and Registers of Members in respect of the shares which are the subject of this notice will be closed from 27th November to 5th December, 1976, both dates inclusive.

By order of the Board
R. C. Waigel
Group Secretary

2 Jan Smuts Avenue
Johannesburg
8th November, 1976

BIDS AND DEALS

Concrete £2.5m. acquisition

Pre-cast concrete specialists, Concrete, looks set to take over private civil engineering group Dowsett Engineering Construction for just over £2.5m. Shareholders representing 92 per cent of the Dowsett equity—largely the interests of the Dowsett family, family trusts and the directors (with 22.2 per cent)—have given irrevocable undertakings to accept the offer, worth £1.61 per share.

Concrete is also acquiring the £1.5m. of the £2.5m. cash. Raising the funds for the offer is unlikely to present any problem for Concrete which had some £1.5m. on deposit at the end of the last financial year. At March 31, 1976, Dowsett and Concrete had combined liquid funds amounting to over £2.5m.

Dowsett is an unquoted public company involved in the construction of airfields, sea defences, harbours, steelworks, pipelines, multi-storey car parks, industrial and commercial buildings and open-cast coal mining. In recent years the group has increasingly concentrated in the construction of motorways.

In the last financial year (ending March 31, 1976), Dowsett made pre-tax profits of £991,000—double the previous year's figure—on turnover of £25.2m. compared with £17.7m. At that date, Dowsett's net tangible assets amounted to £1.47m.

Concrete has been seeking to link up with a competent civil engineering group and the official statement yesterday says that "the combination of Concrete's concrete construction, steel, steel and Dowsett's civil engineering expertise together with their combined financial resources greatly widens the range of work that can be obtained".

The only obstacle to Concrete's offer would be a reference to the Monopolies Commission. However, this is unlikely to be a problem. No monopoly would be created and Concrete has also given assurances that it intends to allow the Dowsett management to continue its current involvement policy.

MARDON BUYING MORE OF LAWSON AND JONES

Mardon Packaging Overseas, a wholly-owned subsidiary of Mardon Packaging International—jointly owned by Imperia, Lawson and Jones—has agreed to increase its holding in Canadian firm, Lawson and Jones, from 30 per cent to 75 per cent, at a cost of just under £10m.

Shareholders of the Mardon and P. Jones of Canada in Lawson and Jones are being offered Canadian \$310 per share. The offer is limited to 30,000 such shares and acceptances, if in excess of that number, will be scaled down proportionately.

The principal holdings are those in the hands of the Lawson family and Mr. Ray Lawson and Colonel Thomas F. G. Lawson have agreed to accept the offer. Lawson has also agreed to remain as president and chairman of Lawson and Jones.

No offer is to be made for the Non-voting A or B shares in Lawson and Jones. Once the offer is completed the main holders of the 25 per cent outstanding minority will continue to be the Lawson family. However, there are no plans to increase the outstanding minority and the shares will continue to be traded on an "over-the-counter" basis in Canada.

The main difference for Mardon is that the holding will be elevated from subsidiary status and this will enable the group to consolidate the Lawson and Jones figures. There is also likely to be some change in the Board representation of Mardon which at present has two nominees out of a total of ten Board members.

Lawson and Jones has enjoyed a remarkable trend in profits over the past four years and at net level last year's earnings were roughly one-third up on the previous 12 months. In the year ended April 30, 1976, Lawson and Jones made taxable profits of £5m. on turnover of £72m.

ROWNTREE

It is reported from Paris that Rowntree Macintosh has acquired the remaining 50 per cent of Societe Chocolat Menter from the Perrier Mineral Water group.

It has also taken complete control of Chocolaterie Tolle, which it has held a 51 per cent stake since 1971.

EMI COMPLETES

EMI has completed the agreement to acquire approximately 93 per cent of the shares in Nuclear Enterprises and it has increased its holding to 100 per cent. The acquisition is being financed by the Department of Industry for £507,275 cash.

GOLDEN HOPE

Shareholdings owned by four companies and totalling 18.6 per cent in Golden Hope Plantations, one of the "three sisters" trio of rubber, palm oil and coconut, planning a merger and a change of domicile to Malaysia, have been announced.

Three of the four companies, totalling the 16.6 per cent interest are Malaysian, including the quoted Genting Highlands Hotel Berhad.

CENTURY OILS

Employees of Century Oils have stepped up their fight to prevent a £12m. takeover by British Petroleum when they met local MPs Mr. Bob Carr and Mr. John Forrester at the company's Stoke-on-Trent headquarters yesterday.

Messages were received from Century's seven other factories throughout Britain supporting the campaign. The 800 employees, however, have also received support from customers, suppliers and other independent oil companies. Mr. Carr is to press Mr. Roy Hattersley, Minister for Prices and Consumer Protection, to report the case to the Monopolies Commission to force BP to withdraw.

Mr. Carr said: "Century Oils is not a lame duck, but a happy and profitable firm that wants to be left alone. Such a merger would diminish efficiency, reduce profitability and destroy a way of life."

Rentokil and ICI talks break down

Talks for a takeover of ICI's home insulation subsidiary by Rentokil, the pest control and wood preservation group, have broken down. A joint statement yesterday disclosed that the two parties had been "unable to agree on a satisfactory basis for the transfer of the business".

Negotiations on a possible deal involving the ICI subsidiary—ICI Insulation Service—and Rentokil's smaller insulation services began about three months ago with a price tag thought to be less than £12m.

Mr. K. A. Bridgeman of Rentokil explained yesterday that during the period talks had been on and off but the question of price was "a reflection of other difficulties in the market place."

THE LIST OF APPLICATIONS WILL BE OPENED AT 10 a.m. ON THURSDAY, 11th NOVEMBER 1976 AND WILL BE CLOSED ON THE SAME DAY

15½ per cent TREASURY LOAN, 1996

ISSUE OF £600,000,000 AT £97.50 PER CENT

Payable in Full on Application

Interest payable half-yearly on 3rd May and 3rd November

This Loan is an investment falling within Part II of the First Schedule to the Trustee Investments Act 1961 and is a security for the purposes of the provisions of Section 2 of the Trustee Act 1925. Application has been made to the Council of the Stock Exchange for the Loan to be admitted to the Official List.

THE GOVERNOR AND COMPANY OF THE BANK OF ENGLAND are authorised to receive applications for the above Loan.

The principal of and interest on the Loan will be a charge on the National Debt Consolidation Fund of the United Kingdom.

The Loan will be repaid at par on 3rd May 1996.

The Loan will be issued in the form of stock which will be transferred at the Bank of England or at the Bank of Ireland, Dublin, and will be transferable, in whole or in part, by instrument in writing, up to and including the date of redemption.

On or after 1st April 1987 stock may be exchanged into bearer stock which will be available in denominations of £100, £200, £500, £1,000, £5,000 and £10,000. Bearer stock will be free of stamp duty.

Stock will be interchangeable with bonds, without payment of any fee. The first interest will be payable half-yearly on 3rd May and 3rd November. The first interest payment will be made on 3rd May 1977 at the rate of £12.50 per £100 of the Loan. Warrants for interest on stock will be transmitted by post; income tax will be deducted from payments of more than £5 per annum. Interest on bonds will be payable by cheque or cash, as may be directed by the holder.

Stock and bonds of this issue and the interest payable thereon will be exempt from United Kingdom income tax, present or future, so long as it is shown that the stock or bonds are in the beneficial ownership of persons who are not ordinarily resident in the United Kingdom or who are not ordinarily resident in the United Kingdom if they are regarded as not ordinarily resident for the purposes of United Kingdom income tax.

Applications for exemption from United Kingdom income tax should be made to the Commissioners of Inland Revenue, 1, Whitehall, London SW1A 2HQ, or to the Commissioners of Inland Revenue, 1, Grosvenor Gardens, London W1A 3QY. The appropriate form may be obtained from the Inspectors of Personal Income, Inland Revenue, 1 Grosvenor Gardens, London W1A 3QY. Form 177/607.

These exemptions will not entitle a person to claim repayment of tax deducted from interest unless the claim is supported by a certificate from the Commissioners of Inland Revenue, 1, Whitehall, London SW1A 2HQ, or to the Commissioners of Inland Revenue, 1, Grosvenor Gardens, London W1A 3QY. The appropriate form may be obtained from the Inspectors of Personal Income, Inland Revenue, 1 Grosvenor Gardens, London W1A 3QY. Form 177/607.

Moreover, the allowance of the exemptions is subject to the provisions of taxation by persons domiciled, resident, or ordinarily resident in the United Kingdom, and, in particular, the interest will be subject to the provisions of the Income Tax Act as income of any person resident or ordinarily resident in the United Kingdom. Applications, which must be accompanied by a certificate from the Bank of England, New Issues, 100, Abchurch Lane, London EC4N 3DF, or a separate cheque must accompany each application. Applications must be made to the Bank of England, New Issues, 100, Abchurch Lane, London EC4N 3DF, or to the Bank of Ireland, Dublin, or to any of the branches of the Bank of England, at the Bank of Ireland, P.O. Box 13, Donegal Place, Dublin BT1 2EX, from Messrs. Molesworth & Co. Ltd., 100, Abchurch Lane, London EC4N 3DF, or at any office of the Stock Exchange in the United Kingdom.

Letters of allotment may be split into denominations of multiples of £100. They may be lodged for registration forthwith and in a later date, as may be directed by the Bank of England, New Issues, 100, Abchurch Lane, London EC4N 3DF. Stock may be exchanged for bonds to bearer on or after 1st April 1987.

A commission at the rate of 12.50 per £100 of the Loan will be paid to bankers or to any other person authorised by the Bank of England, New Issues, 100, Abchurch Lane, London EC4N 3DF, or to the Bank of Ireland, Dublin, or to any of the branches of the Bank of England, at the Bank of Ireland, P.O. Box 13, Donegal Place, Dublin BT1 2EX, from Messrs. Molesworth & Co. Ltd., 100, Abchurch Lane, London EC4N 3DF, or at any office of the Stock Exchange in the United Kingdom.

THE LIST OF APPLICATIONS WILL BE OPENED AT 10 a.m. ON THURSDAY, 11th NOVEMBER 1976 AND WILL BE CLOSED ON THE SAME DAY

15½ per cent Treasury Loan, 1996

ISSUE OF £600,000,000 AT £97.50 PER CENT

TO THE GOVERNOR AND COMPANY OF THE BANK OF ENGLAND

The applicant named below requests you to allot to him/her in accordance with the terms of the prospectus dated 9th November 1976

£

Signature of applicant

Signature of or on behalf of applicant

PLEASE USE BLOCK LETTERS

SURNAME OF APPLICANT

MR/MRS/MISS OR TITLE

FIRST NAME(S) IN FULL

ADDRESS IN FULL

Signature of or on behalf of applicant

Signature of or on behalf of applicant

Signature of or on behalf of applicant

Signature of or on behalf of applicant

Signature of or on behalf of applicant

Signature of or on behalf of applicant

Signature of or on behalf of applicant

Signature of or on behalf of applicant

INTER-CITY

Investment Group Limited

Unaudited Results for the Six Months Ended 30th June, 1976.

	Half year ended 30th June 1976	1975
Group Turnover	£5,010,000	£4,083,000
Group Profit, including share of profit of Associated Companies, before taxation	£92,000	£177,000
Taxation	£44,000	£84,000
Profit after taxation	£48,000	£93,000
Interim Dividend	£11,000	£34,000
Retained Profit	£37,000	£59,000

Results and Prospects

The general decrease in consumer demand for clothing together with the unusually long hot summer, which greatly disturbed the pattern of seasonal demand, prevented the higher prices required to meet the higher cost of imports due to the depreciation of sterling and higher basic costs. As a result the Wholesale Distribution Division incurred a loss for the period under review and unless consumer demand increases substantially, further loss must be anticipated for the second half of this year.

The recovery in the Textile Division continues and I have no doubt that it will make a substantial profit contribution for 1976. Reports from overseas associated companies are favourable and indicate they will show good results for the current year. Last month the company's holding in Shui Kung Knitting Factory Limited was reduced from 40% to 25% as a result of making shares available to key employees of that associate company. The total consideration, payable in cash, is £1,350,000 (approx. £170,000). The original cost was £27,746. The profit arising on this sale will be added to the £50m. Accounts at 31 December 1976. The process of the sale will be utilised in the trading activities of the Group in the UK.

Dividend In view of the continuing harsh economic climate in the UK, and in particular the very low cost of borrowing, the directors consider it the best interests of shareholders to conserve liquidity. Consequently they have decided to restrict the interim dividend to 0.125p per share which has been declared payable on 1 December, 1976 to shareholders on the Register at close of business on 28 November, 1976.

J. Harris, Chairman, 8th November, 1976

Inter-City Investment Group Limited,
Glasshouse Fields, Cable Street, London, E1 9HZ

THE LIST OF APPLICATIONS WILL BE OPENED AT 10 a.m. ON THURSDAY, 11th NOVEMBER 1976 AND WILL BE CLOSED ON THE SAME DAY

14 per cent TREASURY STOCK, 1982

ISSUE OF £600,000,000 AT £98.25 PER CENT

Payable in Full on Application

Interest payable half-yearly on 16th March and 16th September

This Stock is an investment falling within Part II of the First Schedule to the Trustee Investments Act 1961. Application has been made to the Council of the Stock Exchange for the Stock to be admitted to the Official List.

THE GOVERNOR AND COMPANY OF THE BANK OF ENGLAND are authorised to receive applications for the above Stock.

The principal of and interest on the Stock will be a charge on the National Debt Consolidation Fund of the United Kingdom.

The Stock will be repaid at par on 16th March 1982.

The Stock will be registered at the Bank of England or at the Bank of Ireland, Dublin, and will be transferable, in whole or in part, by instrument in writing, up to and including the date of redemption.

On or after 1st April 1987 stock may be exchanged into bearer stock which will be available in denominations of £100, £200, £500, £1,000, £5,000 and £10,000. Bearer stock will be free of stamp duty.

Stock will be interchangeable with bonds, without payment of any fee. The first interest will be payable half-yearly on 16th March and 16th September. The first interest payment will be made on 16th March 1977 at the rate of £12.50 per £100 of the Stock. Warrants for interest on stock will be transmitted by post; income tax will be deducted from payments of more than £5 per annum. Interest on bonds will be payable by cheque or cash, as may be directed by the holder.

ING NEWS

ins treading a more prosperous path

NNETH MARSTON, MINING EDITOR

ALTHOUGH progress of tin production becomes all important now that the of the Malaysian-operated companies and Lagard's tin mining domicile to the or are likely to do so in moves which will free a U.K. dividend restraint when the Penang tin joyant.

these brighter earnings-prospects coupled with tions to Malaysian in- and the enhancement of r premium in London res have been reflected P-Actuaries tin share w comfortably at the top Leaders and Lagard's index shows a gain of ent. on the year so far.

London Tin group's in concentrate outputs ounced, that of the registered Berghuis six-month total of 2,162 1,928 tonnes in the od of 1975. Southern the other hand has a 1.4m. lbs before the end of next th total of 1,139 tonnes

ing is Kamunting with nth output of 270 tonnes 5 tonnes. Fongshu Har- duction continues to id the total of 195 tonnes ast four months com- 189 tonnes a year ago.

figures for the year to are due to-day from and Southern Malaysian port respective outputs ist four months of 1,001 832 tonnes and 788 822 tonnes. The latest production figures are in the following

	Oct.	Sept.	Aug.
Malaysia	201	171	155
Thailand	152	203	164
Philippines	257	275	238
Indonesia	43	23	28
Laos	15	16	9
Myanmar	17	19	25
Malaya	215	249	224
Sumatra	176	196	221
Other	66	51	39

Other production figures er, those of Gopeng and are for the first month companies financial year iber 30. For the past year Gopeng produced nnes compared with es in 1974-75. The aver- ig price received for the 's sales was \$30.82 per was \$31.208 yesterday—nz estimates a pre-tax it for the 12 months of 1975. For 1974-75, gle-dredge, Pengkalen, suffered a fall in 1975- uction to 220 tonnes 1 tonnes. This was

Eldorado to lend uranium

THE CANADIAN Government's uranium mining and processing company, Eldorado Nuclear, has disclosed that it is the lender of uranium oxide to Agnew Lake Mines, which is owned by Kerr.

Last month Agnew Lake announced that it had borrowed 600,000 lbs of uranium oxide to supply a South Korean utility and had an option to borrow a further 1.4m. lbs before the end of next year.

Eldorado's president, Mr. N. M. Ediger, said: "We happened to have the material available over the period that Agnew Lake needed it."

Agnew Lake is receiving \$40 (25.2) a pound from the South Koreans and this confirmed what was assumed to be the prevailing level of uranium oxide prices on the spot market. Since then, however, the escalating trend in prices of material for future delivery has been underlined by a report in the American publication, Nucleonics Weekly. This said that Pennsylvania Power and Light was paying fixed prices ranging from \$66 to \$82 in 1980-82 for supplies from United Nuclear.

Eldorado itself is preparing for capital expenditure of more than \$100m. (\$63m.) by 1980. It is planning to install a refining capacity with one plant in Ontario and a second in Saskatchewan. Sites are being investigated. At the moment Eldorado has one refinery at Port Hope in Ontario, but enlargement is impossible because of physical and environmental limitations.

Meanwhile Cameco Mines and United States Mines plan to start next month a uranium exploration programme on a property in north western Manitoba. Uranium has been encountered in preliminary work. The provincial Government has a half interest.

NEW MINISTER FOR BC MINES

The provincial Government in British Columbia hopes to introduce more mining legislation next year to follow up changes introduced earlier this year. The undertaking was given by James Chabot in initial comments

made as he took up the mining portfolio in a Government reshuffle. Reports from Vancouver suggest that the industry has been encouraged by Mr. Chabot's approach to his new job. He said confidence needed to be restored so that risk capital could be attracted for mining developments. The provincial Government has already stated that it wants to keep mining taxation at a fair level. A new basis of taxation was introduced last June and the previous much-criticised royalty on sales, regardless of costs, was eliminated.

BENGUET THINKS ABOUT SHUTDOWN

The biggest gold producer in the Philippines, Benguet Consolidated, with production costs in the third quarter of this year at \$142.82 an ounce, is threatening to stop gold mining. Aouncing depressed results for the first nine months of this year, the president, Mr. Jaime Ongpin, said: "In the absence of a subsidy or an early sharp recovery in gold prices, the company must consider the suspension or phase-out of its gold operations." In fact the gold price has strengthened markedly in the past few days and closed yesterday at \$181 an ounce.

Benguet made a loss on its gold operations of \$1,05m. (\$644,963), in the first nine months and of \$621,067 in the third quarter alone. Overall net profits for the group so far this year are \$2,32m. (\$1,42m.) or 14 cents a share, compared with \$4.99m. or 22 cents a share in the first three quarters of 1975. The latest figures would have been worse but for a 117 per cent. earnings increase to \$627,300 on pyrites, copper and chromite operations.

For the past year, Benguet has been retaining its gold production in stock, waiting for a significant improvement in the market price. Monthly production this year averaged 9,064 ounces against 10,691 ounces in the first nine months of last year.

Dawes cuts loan portfolio

G. R. Dawes, the banking subsidiary of the Birmingham-based G. R. Dawes Holdings, has reduced its loan portfolio further by more than 50m. since the end of its year ended March 31, 1976, the chairman, Mr. Howard Dawes, says in his annual statement. The accounts show that during 1975-76 outstanding loans, after pensions, had already been reduced to £3.7m. from £4.9m.

Mr. Dawes explains that they are reluctant to re-lend the money at present, preferring high liquidity and attractive market interest rates.

Generally, "the Board continues to be convinced that there is no case for indulging in significant capital projects with their attendant risks." As a result, the policy continues to be one of cautious and modest development of the existing subsidiaries.

Since the year-end, the 44.8 per cent. holding in Centraway Securities has been sold for £482,000 after expenses, and £206,000 has been received in the same connection through repayment of convertible loan notes.

Shareholders are told that there has been further expenditure of over £550,000 on the new office building which the group now occupies. During 1975-76 the G. R. Dawes banking subsidiary acquired Eaubrink River Farm for £100 and advanced that company £321,000 for the purchase of 738 acres of arable farming land in East Anglia.

Pre-tax profit of the group before minority items was £1.86m. in 1975-76, against £1.77m. in the previous year, and the balance after minorities was £1.88m. (£1.61m.). Earnings before net extraordinary debits of £227,000 (£268,000), were £300,000 (£318,000).

The accounts show that the extraordinary debit of £227,000 was more than explained by writing off £306,000 on the investment in Centraway, after tax relief of £38,000.

A breakdown of the £1.86m. pre-tax profit in 1975-76, before minorities of £184,000 (£125,000), shows (figures in £000s): G. R. Dawes £249 (£238); Anslow £382 (£438); Cole of Britain £419 (£270); Gecco Products £940 (£400); minor investments loss £12 (profit £56); group overheads £37 (£53); bank and loan interest payable by G. R. Dawes net £73 (£41); and associates' profits £338 (£414).

IF YOUR TEAM WANTS TO WIN THE 1977 NATIONAL MANAGEMENT GAME (and a £1000 prize) IT HAS TO ENTER BY NOVEMBER 12

To refresh your memory.

The National Management Game puts participating teams into computer simulated Boardroom situations.

Competing teams match product manufacturing and marketing capabilities, with the highest net profit as the winning target. The winners get a cheque for £1,000 and a great deal of kudos.

Your first move in the Manage-

ment Game must be to complete and return an entry form now. The fee, per team, is £50 (inclusive of VAT). If you have not yet applied for details complete the coupon below or, for more immediate action, telephone the National Management Game Administrator on 01-242 7806.

Entries cannot be accepted after November 12. So return your entry form promptly. It's the only way to win!

1977 NATIONAL MANAGEMENT GAME



Sponsored by the Financial Times, International Computers Limited and the Institute of Chartered Accountants in England and Wales, with the CBI and the Institute of Directors as associate sponsors.

To: The National Management Game Administrator, Management Games Department, International Computers Ltd., Victoria House, Southampton Row, London WC1B 4EJ.

PLEASE TICK AS APPROPRIATE

- ☐ Please send an entry form and full details of the 1977 Game
- ☐ I enclose a cheque for £50

NAME

ADDRESS

Telephone: 01-242 7806

Now that United Technologies' registered shares are traded on The London Stock Exchange, here is a summary of what British investors should know about us.

Headquartered in Hartford, Connecticut, U.S.A., ed Technologies designs, manufactures and markets technology products—for commercial, industrial government markets around the world—with annual ues of almost \$5 billion and more than 130,000 oyees.

The corporation operates more than 170 plants ighout the world and maintains marketing represen- 1 in 130 countries. Sales outside the United States mted to \$1.4 billion in 1975. In addition, licenses have granted for the production of more than 50 of our icts in Europe, Asia, Latin America and Australia. We are partners with European industry in the oduction of military aircraft engines for Belgium, ark, The Netherlands and Norway.

ee major lines of business

High technology is our basic strength. s how we put it to work in the corporation's three r product groups.



Our Pratt & Whitney Aircraft engines are used on commercial jetliners such as the Boeing 747 and McDonnell Douglas DC-10, series 40, and are in service or on order for nearly 200 airlines around the world.

We are the leading manufacturer of engines for military aircraft including the General Dynamics F-16, the McDonnell Douglas F-15 and the Grumman F-14.

We are also an important manufacturer of industrial and marine gas turbines and of propulsion systems for space exploration.

Systems



Our Sikorsky helicopters enjoy a global reputation for reliability in both military use and in commercial applications such as offshore oil production, off-loading of ships, building construction and executive travel.

Our Hamilton Standard Division manufactures aircraft engine controls and other airborne devices, and computer-controlled automotive diagnostic equipment.

Industrial



The name Otis is synonymous with elevators. Our Otis elevators and escalators move the equivalent of the world's population every nine days. Our Essex Group is a leading manufacturer of conductors, controls and devices relating to the transmission, distribution and application of electricity.

Managing high technology for our shareholders

Our capabilities as a high technology, multi-market industrial organization continue to be demonstrated in our financial results. Following a record 1975, nine months net income for 1976 increased 33% on a 47% increase in sales. The 1976 results include those of Otis Elevator which became a subsidiary in November 1975.

	1st nine months 1976	1st nine months 1975	Third quarter 1976	Third quarter 1975
Sales	\$000 3,806,605	\$000 2,586,044	\$000 1,271,415	\$000 864,167
Net income	117,920	\$0,650	40,672	27,752
Earnings per share:				
Primary	\$3.87	\$2.96*	\$1.26	\$0.90*
Full diluted	\$2.76	\$2.20*	\$0.90	\$0.69*
Dividend on common stock	\$0.8875	\$0.75*	\$0.30*	\$0.25*

* Rerated to give effect to 100 percent stock distribution to holders of record May 4, 1976.

The stock of our our corporation has been listed on the Amsterdam and Brussels Exchanges for almost 20 years. In addition to The London Stock Exchange, we are now also listed on the Exchanges of Frankfurt, Zurich, Basle and Geneva.

For further financial information, write C. William Schick, Vice President—Finance, United Technologies (Europe) Inc., Avenue Lloyd George 7, B 1050 Brussels, Belgium.



Pratt & Whitney Aircraft Group • Otis • Essex Group • Sikorsky Aircraft • Hamilton • Standard • Norden • Chemical Systems Division • Power Systems Division • Turbo Power & Marine Systems • United Technologies International • United Technologies Research Centre, United Technologies Corporation, Hartford, Conn. 06101, U.S.A.

Moving up market and into exports with new technology

BY RHYS DAVID

CARPET MANUFACTURE in the U.K. is already a keenly contested business, and to judge by a number of recent moves, could soon be experiencing a period of even tougher competition.

At retail level a lot of attention is certain to be concentrated on the impact made by Marks and Spencer with the introduction of carpet ranges in a limited number of stores—its second attempt to develop carpet sales. At the manufacturing stage, a number of companies are now installing new generation machines which they hope will provide a further breakthrough in printing—the tufted carpet that really looks like a woven Axminster or Wilton. Carpets International, the biggest U.K. group with around 15 per cent. of the market, has recently announced that it will be spending £3m-£4m. on new Austrian printing equipment, and a smaller concern, Shaw Carpets of Barnsley, has become the first British licensee of the Millitron printing technique developed by Deering Milliken in the U.S.

Other moves are being made in the perennial battle between fibres, with wool seeking to increase its share in the cheaper tufted system to compensate for the decline in wovens production—now less than one-third of total output. The acrylic producers are also hoping to improve the printing performance of their fibre to challenge the strong position held by nylon, the biggest carpet fibre.

The industry—most of which were either on show or being exhibited at Harrogate—came at a time when there are signs that business conditions may be improving, even if only slowly. A number of companies have been able to announce improved results for the first half, with Carpets International reporting profits for the first six months of £1.7m. against £690,000 for the same period last year. BMK also increased its profits for the year to the end of June from £436,000 to £593,000.

Sterling

The home market is traditionally at its strongest in the three months leading up to Christmas, though the new credit squeeze, and in particular high mortgage rates, are likely to depress home-buying and carpet purchases before long. Exports have been buoyant, however, with sales overseas in the first six months of this year up 50 per cent. by value and 40 per cent. by volume on the first half of 1975.

With the further fall in the value of sterling, British carpets are now highly competitive in most markets, though higher raw material costs cancel out some of the exchange rate advantages. Carpets are an area where Britain remains firmly among the world leaders, with the biggest industry in Europe. Shaw—also an existing printer—of its new Millitron range, may see odd.

Against this background the decision by Carpets International, which already has a printer, to start trials leading to the installation in two years of a new Zimmer printer with a capacity of 5m. metres per year, and the launch by Shaw—also an existing printer—of its new Millitron range, may see odd.

The aim in both cases, however, is to move upmarket with

have captured less than 5 per cent. of the U.K. market, while exports this year—by an industry which employs 34,000 people, mainly in Worcestershire, Yorkshire, Scotland and Northern Ireland—are expected to top £100m., accounting for around 20 per cent. of output.

The industry's very competitiveness, however, has been the cause of one of its main problems, as the poor return on capital made by most companies indicates. Tufted manufacture—a process which punches the face fibre through a backing—has been a relatively easy field to enter, and its fast growth in the 1960s and early 1970s brought in many small operators. The next move by the industry was the printing of tufts and here again massive over-capacity has developed. It is estimated that current printing capacity of around 70m. square metres a year in the U.K. is double the market requirements. Britain has about 15 out of the 70 printers in the world (mostly in the U.S.) with Associated Weavers, the second biggest U.K. carpet group, operating four of them.

Woven

"This provides us with the ability to design work on the machine and makes it possible to produce small runs for individual retailers economically," Mr. James Hartley, chairman of Shaw, claims.

Perhaps the main attraction to the producers, however, is the prospect that with more sophisticated printing it will be possible to make a carpet which can be slotted into the market somewhere above the high volume tufts and below the

traditional woven carpets. Wovens have been declining as a proportion of output for some years and could be put under further pressure by the recent rises in the price of wool.

Another factor which is likely to operate increasingly against wovens is the labour intensive nature of their manufacture and the difficulty of replacing an ageing labour force. Wovens are expected to occupy a role mainly at the top end of the market and in some specialised applications. For example, some of the leading manufacturers, such as Brittons and Carpets International, have developed substantial sales into the contract market in the U.S., where woven carpets can score with their hard wearing qualities.

The new systems being tried by Carpets International and Shaw are likely to be watched very closely by other carpet groups, at least in part because they could have a significant effect on the shape of the industry over the next few years, as well as on its products. The new equipment is more capital intensive than its predecessors and is likely to be beyond the reach of many of the smaller companies which may find it increasingly difficult to survive at the bottom end of the market.

Europe

Though the U.K. has been ahead of most other countries in the development of inexpensive good quality carpeting for the mass market it is in danger of allowing other countries, such as Germany, to capture the biggest share of European markets. In the countries of southern Europe, in particular, substantial growth in demand is likely to take place over the next decade as people want as many carpets round their houses as do northern Europeans. In patterning and printing, another area where Britain has held a strong lead, other countries are also catching up, and apart from Shaw a number of European companies will be licensed to use the Millitron machine.

which the injection methods offer. In a bid to create a higher quality product Donaghadee has also developed a new backing to replace foam rubber which the public still associates with cheaper carpeting. Donaghadee's system uses traditional jute backing linked by a sandwich of foam to the pile and, if necessary, the customer can add his own underlay.

The other question raised by the introduction of these and other improved methods of producing tufted carpets is whether they will help U.K. concerns to boost further their export performance, which shows some significant gaps. The industry has managed to step up its sales of tufts alongside its woven ranges—a market now largely supplied by Britain—and to account for around 70 per cent. by volume and around half by value of sales abroad.

The industry has remained strongly biased, however, towards its traditional markets and has not made as great an impact as might be expected in Europe. Australia, with total purchases valued at £5.8m., was the biggest single customer in the first six months of this year, followed by Denmark (£5.7m.) and Ireland (£5.3m.). Purchases by West Germany, a major carpet buying market similar to Britain, totalled only £4.9m. and exports to the U.S. came to only £2.5m.

Competition from existing printers will also continue to be strong. Companies which have installed printing equipment over recent years have been seeking to improve the quality of their products and to move upmarket. Donaghadee Carpets, part of Carrington Virella, has introduced three ranges this year using the BDA machine produced by another part of the CV group.

This operates by sucking dye through the carpet and is claimed to have many of the advantages on deep pile carpets

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ENTERTAINMENT GUIDE

OPERA & BALLET	THEATRES	THEATRES	CINEMAS
<p>COVENT GARDEN (01-336 3161) Toujours en scène: <i>Les Huguenots</i> (Donnerstag und Samstag, 7.30 Uhr). <i>Les Huguenots</i> (Donnerstag und Samstag, 7.30 Uhr). <i>Les Huguenots</i> (Donnerstag und Samstag, 7.30 Uhr).</p> <p>ROYAL OPERA (01-336 3161) Toujours en scène: <i>Les Huguenots</i> (Donnerstag und Samstag, 7.30 Uhr). <i>Les Huguenots</i> (Donnerstag und Samstag, 7.30 Uhr). <i>Les Huguenots</i> (Donnerstag und Samstag, 7.30 Uhr).</p> <p>ROYAL OPERA (01-336 3161) Toujours en scène: <i>Les Huguenots</i> (Donnerstag und Samstag, 7.30 Uhr). <i>Les Huguenots</i> (Donnerstag und Samstag, 7.30 Uhr). <i>Les Huguenots</i> (Donnerstag und Samstag, 7.30 Uhr).</p>	<p>GARRICK THEATRE (01-336 4601) Evenings 8.00, Fri. Sat. 8.00 and 8.45. Side-sitting only. Daily Mail in the morning. "MICK'S FUNNY PICTURE" "MICK'S FUNNY PICTURE" "MICK'S FUNNY PICTURE"</p> <p>GLOUCESTER (01-437 1592) Evenings 8.15. "MICK'S FUNNY PICTURE" "MICK'S FUNNY PICTURE" "MICK'S FUNNY PICTURE"</p> <p>THEATRE ROYAL (01-336 4601) Evenings 8.15. "MICK'S FUNNY PICTURE" "MICK'S FUNNY PICTURE" "MICK'S FUNNY PICTURE"</p>	<p>PHOENIX THEATRE (01-336 8611) Evenings 8.15, Fri. Sat. 8.15 and 8.45. "MICK'S FUNNY PICTURE" "MICK'S FUNNY PICTURE" "MICK'S FUNNY PICTURE"</p> <p>PRINCE OF WALES (01-336 8611) Evenings 8.15, Fri. Sat. 8.15 and 8.45. "MICK'S FUNNY PICTURE" "MICK'S FUNNY PICTURE" "MICK'S FUNNY PICTURE"</p> <p>QUEEN'S (01-336 1156) Evenings 8.00. "MICK'S FUNNY PICTURE" "MICK'S FUNNY PICTURE" "MICK'S FUNNY PICTURE"</p>	<p>CASINO (01-336 8611) Evenings 8.15, Fri. Sat. 8.15 and 8.45. "MICK'S FUNNY PICTURE" "MICK'S FUNNY PICTURE" "MICK'S FUNNY PICTURE"</p> <p>ROYAL OPERA (01-336 3161) Evenings 8.15, Fri. Sat. 8.15 and 8.45. "MICK'S FUNNY PICTURE" "MICK'S FUNNY PICTURE" "MICK'S FUNNY PICTURE"</p> <p>ROYAL OPERA (01-336 3161) Evenings 8.15, Fri. Sat. 8.15 and 8.45. "MICK'S FUNNY PICTURE" "MICK'S FUNNY PICTURE" "MICK'S FUNNY PICTURE"</p>



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Modest rise in metal markets

By Peter Bullen

THERE WAS a modest, but general rise in values on the

TIMBER

Softwood consumption estimates

cut estimates

BY A CORRESPONDENT

THREE NATIONAL delegations withdrew their reports and forecasts prepared for the European Softwood Importers/Exporters Conference held in London recently due to economic uncertainties. The meeting was attended by six supplying and eight importing countries and those to withdraw their reports were three importing countries—U.K., France and West Germany. The French and German delegations presented estimates to the conference and both revised downwards their estimates of imported softwood requirements for 1977: in the case of France by as much as 50 per cent, and Germany by a smaller proportion. The U.K. delegation declined to present any off-the-cuff estimates, but the forecasting committee will meet this week to prepare revised estimates.

U.K. estimates, later withdrawn, put both softwood imports and apparent consumption for 1976 at 7,100,000 cu. metres, with this year at 2,132,000 cu. metres. For 1977, the estimates put forward were for an import of 1,558,000 cu. metres — a 25 per cent, and for an apparent consumption of 6,700,000 cu.

to cancel his visit to the IMF meeting in Manila and then, in quick succession, the boisting of Minimum Lending Rate to 15 per cent., bank base rates to 14 per cent., and building society lending rates to 13.25 per cent. Since then there has been further fall in sterling and the forecast of housing starts for 1977 made by the Building Material Producers has been reduced to 285,000 — down 15 per cent. on the 340,000 expected for 1976.

There seems to be little doubt that the committee, when it meets this week, will make a downward revision in the U.K. softwood apparent consumption estimate for next year. The only question is by how much. Trade sources believe a reduction between 4-6 per cent. is likely and to take the middle figure, this would mean that the estimate of apparent consumption would be reduced to 6,365,000 cu.m.

Bad weather

To make the task of forecasting even more difficult, the softwood statistics for September which have just been released are surprisingly good. Apparent

a chance. October, November may cover months of 7,100,000 cu. metres be revised to 6,700,000 cu. metres. It appears that there has been no weather effect on building a. On balance the forecast as any upsurge in phasise the expectation. Figure cert ward for 1977. The six represented Austria, Canada, U.S., den, U.S., —had no Canada had shipments to countries be next year. The increase rather than ber. Russian per cent. in importing pared with ing to have available n. The timin offer for 1977.

ent, on the estimate for 1978. The delegation pointed out that its estimates had been prepared in September 24, and a whole series of events since that date had combined to make them wish to think again—especially about the forecasts for next year. Events referred to included, of course, the sudden fall in sterling which had caused Mr. Healey

770,000,000 c.u.m. of pine in 1973. The 12-month rolling total of apparent consumption at the end of September stood at 7,164,000 c.u.m. In this situation, one of the points that has to be decided this week is whether the "toppings" consumption forecast for 1976 has to be increased. If it is thought that there is

gates to the forest, have failed that thing that at the moment will be January the Soviet sation, make to this mar-

Fall in Scottish plantings forecast

BY JOHN CHERRINGTON, AGRICULTURE CORRESPONDENT

PRIVATE SECTOR tree-planting in Scotland is likely to fall to no more than 12,000 acres in 1976-77, compared with 36,300 acres in 1973-74, according to a survey made recently by the Scottish

planted, and not newly planted as in Scotland. The reason for the fall-off has been a change in the method of taxing woodland assets, which came about in the 1974 Budget. Before that date, the planting

tax, which feel there investing in response forestry in ment has department.

Fall in Scottish plantings forecast

This reduction in the appreciation of the estate is usually quelled by the figures for England and Wales, but here the survey made by the Timber and Landowners' Association of Scotland is more comprehensive as that for Scotland. This is due to the large number of landowners involved, and the fact that the average annual increase is being re-

gularly assessed. In particular the capital value of the timber was valued on sale for estate duty purposes at its value at the time of the survey, and not on its value at maturity.

The new measures apply Capital Transfer Tax on its maturity value. There is also the overhanging threat of a wealth

the capital value of the timber was valued on sale for estate duty purposes at its value at the time of the survey, and not on its value at maturity.

The new measures apply Capital Transfer Tax on its maturity value. There is also the overhanging threat of a wealth

PRICE CHANGES

[illegible]

03. Worcester Pearmain 0.08-0.09, Cox's Orange Pippin 0.08-0.14, Golden Delicious 0.06, Spartan 0.08-0.09, Pears—Per pound reference 0.06-0.10, Glou Morceau 0.05, months (w).....	\$388 \$795	+6.5 \$795	Sept. 117.90, D nom. Sales: 1.1
Oils Coconut Malayan...	1	?	Coffee—"C" 133.00 (151.00-182)

[illegible]

and 1 U.R. for Nov shipment: 18-ounce, 40-inch: \$3.55, 74-ounce \$3.50 per yard: Dec. \$3.57 and \$3.61. "B" Mills: \$2.88 and \$2.83 for the respective sizes. Yellow and cloche

[illegible]

Quoting ICII officials, the agency said the proposed plant

COTTON—Liverpool. Spot and shipment sales amounted to 47,100 tons, reports F. A. Patterson. In the midst of so much economic gloom, the cotton market at a low ebb, although spinners showed occasional interest in Middle Eastern

COPRA—Philippines. Nov.-Dec. 5500 (per tonne) resellers of North European

STOCK EXCHANGE REPORT

Sharp losses on revised public expenditure figures

Index down 17.7 at 291.0—Falls to 1½ in Gilts

Account Dealing Dates

Option
Declarations Last Account
Declarations
Oct. 18 Oct. 28 Oct. 29 Nov. 9
Nov. 1 Nov. 11 Nov. 12 Nov. 25
Nov. 15 Nov. 23 Nov. 26 Dec. 7

New Long... dealings may take place from 9.30 am two business days earlier.

The report on last Saturday's Financial Times of the upward revision by the Treasury in the public sector borrowing requirement prompted a sharp reaction in stock markets yesterday. After last week's strong recovery movement, British funds closed above the worst but with widespread losses extending to 1½, while falls in the equity indexes ranged in 12 and sometimes more. The Government Securities index fell 0.67 to 57.19 and the FT 100 index down 17.7 at 291.0, recorded its lowest level since March 17 1975. The latter index had risen 24.1 in the previous seven trading days.

The equity leaders were marked down by around 3 at the start of business, but this failed to deter sellers and losses were quickly extended further. A modest rally which developed around noon proved abortive and with sentiment further unsettled by the rise in the Wholesale Price Index and an early reaction on Wall Street, the final tone was still very tender. A fair amount of stock came on offer, particularly in the morning session. Nevertheless, falls were widespread, the amount of business transacted.

Gilts show anxieties

Although dull, secondary issues held up reasonably well in comparison to the leaders, losses being only scattered and mostly of a modest nature. The day's low was 1½ in Gilts, while the FT 100 index fell 17.7.

F.T.—ACTUARIES SHARE INDICES

These indices are the joint compilation of the Financial Times, The Institute of Actuaries and the Faculty of Actuaries

EQUITY GROUPS		Monday, November 8, 1976										Friday, Nov. 5		Thurs. Nov. 4		Wed. Nov. 3		Tues. Nov. 2		Year ago (approx)		High and Low Index		Since Completion																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																			
GROUPS & SUB-SECTIONS		Index	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 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14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12	Nov. 11	Nov. 10	Nov. 9	Nov. 8	Nov. 7	Nov. 6	Nov. 5	Nov. 4	Nov. 3	Nov. 2	Nov. 1	Nov. 30	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	Nov. 24	Nov. 23	Nov. 22	Nov. 21	Nov. 20	Nov. 19	Nov. 18	Nov. 17	Nov. 16	Nov. 15	Nov. 14	Nov. 13	Nov. 12

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Financial Times Tuesday November 9 1976

INDUSTRIALS-Continued

Stock	Price	Div	Yield	High	Low	Open	Close	Change
Aluminium	100	1.5	1.5	105	95	100	100	0
British Steel	100	1.5	1.5	105	95	100	100	0
ICI	100	1.5	1.5	105	95	100	100	0
Imperial Chemical	100	1.5	1.5	105	95	100	100	0
Johnson & Johnson	100	1.5	1.5	105	95	100	100	0
Roche	100	1.5	1.5	105	95	100	100	0
Sandoz	100	1.5	1.5	105	95	100	100	0
Novartis	100	1.5	1.5	105	95	100	100	0
Roche	100	1.5	1.5	105	95	100	100	0
Sandoz	100	1.5	1.5	105	95	100	100	0
Novartis	100	1.5	1.5	105	95	100	100	0

INSURANCE

Stock	Price	Div	Yield	High	Low	Open	Close	Change
Aviva	100	1.5	1.5	105	95	100	100	0
Prudential	100	1.5	1.5	105	95	100	100	0
Legal & General	100	1.5	1.5	105	95	100	100	0
Scottish Widows	100	1.5	1.5	105	95	100	100	0
Aviva	100	1.5	1.5	105	95	100	100	0
Prudential	100	1.5	1.5	105	95	100	100	0
Legal & General	100	1.5	1.5	105	95	100	100	0
Scottish Widows	100	1.5	1.5	105	95	100	100	0

PROPERTY-Continued

Stock	Price	Div	Yield	High	Low	Open	Close	Change
British Land	100	1.5	1.5	105	95	100	100	0
Imperial Chemical	100	1.5	1.5	105	95	100	100	0
Johnson & Johnson	100	1.5	1.5	105	95	100	100	0
Roche	100	1.5	1.5	105	95	100	100	0
Sandoz	100	1.5	1.5	105	95	100	100	0
Novartis	100	1.5	1.5	105	95	100	100	0
Roche	100	1.5	1.5	105	95	100	100	0
Sandoz	100	1.5	1.5	105	95	100	100	0
Novartis	100	1.5	1.5	105	95	100	100	0

TRUSTS-Continued

Stock	Price	Div	Yield	High	Low	Open	Close	Change
British Land	100	1.5	1.5	105	95	100	100	0
Imperial Chemical	100	1.5	1.5	105	95	100	100	0
Johnson & Johnson	100	1.5	1.5	105	95	100	100	0
Roche	100	1.5	1.5	105	95	100	100	0
Sandoz	100	1.5	1.5	105	95	100	100	0
Novartis	100	1.5	1.5	105	95	100	100	0
Roche	100	1.5	1.5	105	95	100	100	0
Sandoz	100	1.5	1.5	105	95	100	100	0
Novartis	100	1.5	1.5	105	95	100	100	0

TRUSTS-Continued

Stock	Price	Div	Yield	High	Low	Open	Close	Change
British Land	100	1.5	1.5	105	95	100	100	0
Imperial Chemical	100	1.5	1.5	105	95	100	100	0
Johnson & Johnson	100	1.5	1.5	105	95	100	100	0
Roche	100	1.5	1.5	105	95	100	100	0
Sandoz	100	1.5	1.5	105	95	100	100	0
Novartis	100	1.5	1.5	105	95	100	100	0
Roche	100	1.5	1.5	105	95	100	100	0
Sandoz	100	1.5	1.5	105	95	100	100	0
Novartis	100	1.5	1.5	105	95	100	100	0

YASUDA
TRUST AND BANKING
Incorporated in Japan
Head Office: 1-1-1, Marunouchi, Chiyoda-ku, Tokyo 100, Japan
Branches: London, New York, Hong Kong, etc.

MINES-Continued

Stock	Price	Div	Yield	High	Low	Open	Close	Change
Anglo American	100	1.5	1.5	105	95	100	100	0
De Beers	100	1.5	1.5	105	95	100	100	0
Anglo American	100	1.5	1.5	105	95	100	100	0
De Beers	100	1.5	1.5	105	95	100	100	0
Anglo American	100	1.5	1.5	105	95	100	100	0
De Beers	100	1.5	1.5	105	95	100	100	0
Anglo American	100	1.5	1.5	105	95	100	100	0
De Beers	100	1.5	1.5	105	95	100	100	0
Anglo American	100	1.5	1.5	105	95	100	100	0
De Beers	100	1.5	1.5	105	95	100	100	0

MOTORS, AIRCRAFT TRADES

Stock	Price	Div	Yield	High	Low	Open	Close	Change
Boeing	100	1.5	1.5	105	95	100	100	0
Lockheed	100	1.5	1.5	105	95	100	100	0
Boeing	100	1.5	1.5	105	95	100	100	0
Lockheed	100	1.5	1.5	105	95	100	100	0
Boeing	100	1.5	1.5	105	95	100	100	0
Lockheed	100	1.5	1.5	105	95	100	100	0
Boeing	100	1.5	1.5	105	95	100	100	0
Lockheed	100	1.5	1.5	105	95	100	100	0
Boeing	100	1.5	1.5	105	95	100	100	0
Lockheed	100	1.5	1.5	105	95	100	100	0

Commercial Vehicles

Stock	Price	Div	Yield	High	Low	Open	Close	Change
Volvo	100	1.5	1.5	105	95	100	100	0
Scania	100	1.5	1.5	105	95	100	100	0
Volvo	100	1.5	1.5	105	95	100	100	0
Scania	100	1.5	1.5	105	95	100	100	0
Volvo	100	1.5	1.5	105	95	100	100	0
Scania	100	1.5	1.5	105	95	100	100	0
Volvo	100	1.5	1.5	105	95	100	100	0
Scania	100	1.5	1.5	105	95	100	100	0
Volvo	100	1.5	1.5	105	95	100	100	0
Scania	100	1.5	1.5	105	95	100	100	0

SHIPBUILDERS, REPAIRERS

Stock	Price	Div	Yield	High	Low	Open	Close	Change
Harland & Wolff	100	1.5	1.5	105	95	100	100	0
Harland & Wolff	100	1.5	1.5	105	95	100	100	0
Harland & Wolff	100	1.5	1.5	105	95	100	100	0
Harland & Wolff	100	1.5	1.5	105	95	100	100	0
Harland & Wolff	100	1.5	1.5	105	95	100	100	0
Harland & Wolff	100	1.5	1.5	105	95	100	100	0
Harland & Wolff	100	1.5	1.5	105	95	100	100	0
Harland & Wolff	100	1.5	1.5	105	95	100	100	0
Harland & Wolff	100	1.5	1.5	105	95	100	100	0
Harland & Wolff	100	1.5	1.5	105	95	100	100	0

SHIPPING

Stock	Price	Div	Yield	High	Low	Open	Close	Change
British Overseas Airways	100	1.5	1.5	105	95	100	100	0
British Overseas Airways	100	1.5	1.5	105	95	100	100	0
British Overseas Airways	100	1.5	1.5	105	95	100	100	0
British Overseas Airways	100	1.5	1.5	105	95	100	100	0
British Overseas Airways	100	1.5	1.5	105	95	100	100	0
British Overseas Airways	100	1.5	1.5	105	95	100	100	0
British Overseas Airways	100	1.5	1.5	105	95	100	100	0
British Overseas Airways	100	1.5	1.5	105	95	100	100	0
British Overseas Airways	100	1.5	1.5	105	95	100	100	0
British Overseas Airways	100	1.5	1.5	105	95	100	100	0

DIAMOND AND PLATINUM

Stock	Price	Div	Yield	High	Low	Open	Close	Change
De Beers	100	1.5	1.5	105	95	100	100	0
De Beers	100	1.5	1.5	105	95	100	100	0
De Beers	100	1.5	1.5	105	95	100	100	0
De Beers	100	1.5	1.5	105	95	100	100	0
De Beers	100	1.5	1.5	105	95	100	100	0
De Beers	100	1.5	1.5	105	95	100	100	0
De Beers	100	1.5	1.5	105	95	100	100	0
De Beers	100	1.5	1.5	105	95	100	100	0
De Beers	100	1.5	1.5	105	95	100	100	0
De Beers	100	1.5	1.5	105	95	100	100	0

Garages and Distributors

Stock	Price	Div	Yield	High	Low	Open	Close	Change
Shell	100	1.5	1.5	105	95	100	100	0
Shell	100	1.5	1.5	105	95	100	100	0
Shell	100	1.5	1.5	105	95	100	100	0
Shell	100	1.5	1.5	105	95	100	100	0
Shell	100	1.5	1.5	105	95	100	100	0
Shell	100	1.5	1.5	105	95	100	100	0
Shell	100	1.5	1.5	105	95	100	100	0
Shell	100	1.5	1.5	105	95	100	100	0
Shell	100	1.5	1.5	105	95	100	100	0
Shell	100	1.5	1.5	105	95	100	100	0

SHOES AND LEATHER

Stock	Price	Div	Yield	High	Low	Open	Close	Change
Debenhams	100	1.5	1.5	105	95	100	100	0
Debenhams	100	1.5	1.5	105	95	100	100	0
Debenhams	100	1.5	1.5	105	95	100	100	0
Debenhams	100	1.5	1.5	105	95	100	100	0
Debenhams	100	1.5	1.5	105	95	100	100	0
Debenhams	100	1.5	1.5	105	95	100	100	0
Debenhams	100	1.5	1.5	105	95	100	100	0
Debenhams	100	1.5	1.5	105	95	100	100	0
Debenhams	100	1.5	1.5	105	95	100	100	0
Debenhams	100	1.5	1.5	105	95	100	100	0

SOUTH AFRICANS

Stock	Price	Div	Yield	High	Low	Open	Close	Change
Anglo American	100	1.5	1.5	105	95	100	100	0
Anglo American	100	1.5	1.5	105	95	100	100	0
Anglo American	100	1.5	1.5	105	95	100	100	0
Anglo American	100	1.5	1.5	105	95	100	100	0
Anglo American	100	1.5	1.5	105	95	100	100	0
Anglo American	100	1.5	1.5	105	95	100	100	0
Anglo American	100	1.5	1.5	105	95	100	100	0
Anglo American	100	1.5	1.5	105	95	100	100	0
Anglo American	100	1.5	1.5	105	95	100	100	0
Anglo American	100	1.5	1.5	105	95	100	100	0

OVERSEAS TRADERS

12	64	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
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